

## Faculty Handbook

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# 1.0 Mission Statement, History, General Organization and Governance of Saint Mary's College

Saint Mary's College of California

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# **1. SUBJECT: MISSION STATEMENT, HISTORY, GENERAL ORGANIZATION AND GOVERNANCE OF SAINT MARY'S COLLEGE**

## **1.1 SAINT MARY'S COLLEGE MISSION STATEMENT**

As Saint Mary's College looks ahead to the twenty-first century, it celebrates the three traditions which have sustained it since its earliest years and seeks its future in them: the classical tradition of liberal arts education, the intellectual and spiritual legacy of the Catholic Church, and the vision of education enunciated by Saint John Baptist de La Salle and developed by the Brothers of the Christian Schools and their colleagues in a tradition now more than 300 years old.

The Mission of Saint Mary's College is:

- ❖ to probe deeply the mystery of existence by cultivating the ways of knowing and the arts of thinking.

Recognizing that the paths to knowledge are many, Saint Mary's College offers a diverse curriculum which includes the humanities, arts, sciences, social sciences, education, business administration and nursing, serving traditional students and adult learners in both undergraduate and graduate programs. As an institution where the liberal arts inform and enrich all areas of learning, it places special importance on fostering the intellectual skills and habits of mind which liberate persons to probe deeply the mystery of existence and live authentically in response to the truths they discover. This liberation is achieved as faculty and students, led by wonder about the nature of reality, look twice, ask why, seek not merely facts but fundamental principles, strive for an integration of all knowledge, and express themselves precisely and eloquently.

- ❖ to affirm and foster the Christian understanding of the human person which animates the educational mission of the Catholic Church.

Saint Mary's College holds that the mystery which inspires wonder about the nature of existence is revealed in the person of Jesus Christ giving a transcendent meaning to creation and human existence. Nourished by its Christian faith, the College understands the intellectual and spiritual journeys of the human person to be inextricably connected. It promotes the dialogue of faith and reason; it builds community among its members through the celebration of the Church's sacramental life; it defends the goodness, dignity and freedom of each person; and fosters sensitivity to social and ethical concerns. Recognizing that all those who sincerely quest for truth contribute to and enhance its stature as a Catholic institution of higher learning, Saint Mary's welcomes members from its own and other traditions, inviting them to collaborate in fulfilling the spiritual mission of the College.

- ❖ to create a student-centered educational community whose members support one another with mutual understanding and respect.

As a Lasallian college, Saint Mary's holds that students are given to its care by God and that teachers grow spiritually and personally when their work is motivated by faith and zeal. The College seeks students, faculty, administrators and staff from different social, economic, and cultural backgrounds who come together to grow in knowledge, wisdom and love. A distinctive mark of a Lasallian school is its awareness of the consequences of economic and social injustice and its commitment to the poor. Its members learn to live "their responsibility to share their goods and their service with those who are in need, a responsibility based on the union of all men and women in the world today and on a clear understanding of the meaning of Christianity." (From: The Brothers of the Christian Schools in the World Today: A Declaration).

## 1.2

### HISTORY OF SAINT MARY'S COLLEGE

History of the College. In its second century of Christian education, Saint Mary's College is one of the oldest colleges in the West. Dedicated in San Francisco by Archbishop Joseph S. Alemany, O.P., in 1863, the Brothers of the Christian Schools assumed its operation in 1868 and have since then determined its character and growth. Under the laws of the State of California, the College was incorporated in 1872 and given a charter empowering it to confer degrees and to exercise all other privileges of a university. The campus was relocated in Oakland in 1889 and in Moraga in 1928. In 1941, the College instituted a liberal arts program whose core was the World Classics Seminar. In 1969, a 4-1-4 calendar and curriculum was adopted for the undergraduate program, and in 1970 the College became co-educational.

The Brothers of the Christian Schools, founded by Saint John Baptist de La Salle in France in 1680, are lay religious who live in community and devote their lives to the Christian education of youth. Forming the largest teaching congregation of non-clerical men in the Church, with some 6,500 members and 66,000 Lasallian colleagues teaching students in 83 countries, the Brothers bring to their teaching a 300 year tradition of religious dedication, educational philosophy, scholarly preparation, and an eagerness to share with youth the excitement of learning.

The Faculty of the College is composed of lay instructors, priests, Sisters, and Brothers. Members of the faculty are selected and promoted primarily for their dedication to and skill at teaching. The College aims at being a community of scholars, and while original research and publication are valued as contributions to intellectual vitality and self-renewal of faculty, they do not take precedence over active membership in the intellectual community of the College wherein dedication and commitment to good teaching is a hallmark. In general, the size of the College and the interests and dedication of its faculty make for an extraordinarily close, informal and personal relationship with students. The evaluation of the faculty is made in terms of excellence in teaching, personal orientation to students, scholarly interests and pursuits and commitment to the aims and ideals of the College.

The Students of the College are a reflection of the history of the College, for Saint Mary's seeks to provide higher education opportunities for various social classes, but particularly for those whose educational needs are for various reasons not satisfied elsewhere and to which a proper and adequate response can be made. Reflecting the long Lasallian tradition of Christian education oriented to the needs of students, the College at various times in its history has included a Law School, a School of Commerce, an engineering department, as well as programs focusing specifically on the humanities. During the long history of the College, the expansion of both

student population and academic programs has reflected the educational needs of students for which the College exists. Although, since 1970, the College has steadily extended its service to a broader and more diverse community of learners in terms of age, experience, interests and educational needs, it seeks to keep a firm eye on its central academic aim: the development of the capacity of responsible independent thought.

#### 1.2.1 ACCREDITATION

Saint Mary's College is nationally recognized as a standard four-year college and is accredited by the Western Association of Schools and Colleges and by the California Commission on Teacher Credentialing. The Montessori program is accredited by the Montessori Accreditation Council for Teacher Education. The Hearst Art Gallery is accredited by the American Association of Museums.

### 1.3 THE CORPORATE STRUCTURE OF SAINT MARY'S COLLEGE

The current Articles of Incorporation of Saint Mary's College (1938) established the College "for the instruction and Christian education of young men", a purpose since enlarged to include women. The structure of the College is determined by the Bylaws of Saint Mary's College of California, most recently revised in 1998. The following section, including the parts entitled The Corporation, The Trustees, and The Regents, is summarized from the Bylaws, a full copy of which is available in the Office of the President.

#### 1.3.1 THE CORPORATION

Saint Mary's College of California is legally owned by a corporation of 15 members of the Brothers of the Christian Schools. Members by right are the Brother Visitor [i.e., the Provincial of the San Francisco District of the Christian Brothers], and the President of the College. The other members of the Corporation are appointed by the Brother Visitor to three-year terms, and at least two-thirds must be on the faculty or administration of the College. The members of the Corporation have the sole and exclusive power and authority to:

- consent to amendment of articles of incorporation;
- repeal the bylaws of the corporation and adopt new bylaws;
- consent to any amendments to the bylaws which adversely affect the rights of members;
- consent to dissolution of the corporation;
- consent to merger of the corporation or sale of all or substantially all of its assets.

A regular meeting of the Corporation is held once every three years. Special meetings may be called by the Board of Trustees, by the chairperson of the Board, by the President, by the Brother Visitor, or by any one member.

#### 1.3.2 THE BOARD OF TRUSTEES

The governance of the College is ultimately entrusted to the Board of Trustees. The number of Trustees shall be fixed at 25, of whom not less than six nor more than ten shall be professed religious of the Brothers of the Christian Schools. Members by right are the Brother Visitor and the President of the College. The other members of the Board are elected by the Board to three-year terms. No Trustee may hold more than three successive terms except Trustees by right of office. In addition to the 25 members of the Board, there are seven participants to the Board, the

President of the National Alumni Association, the elected faculty representative of the College, the chairperson of the Staff Council, two (2) Christian Brothers who serve at the College and are members of the Saint Mary's or Joseph Alemany Communities, respectively, the President of the Board of Regents and the President of the Associated Students of Saint Mary's College. The participants share in the non-executive and non-privileged deliberations of the Board, serve on committees, but are not entitled to vote.

The Board must hold one meeting per year, in May or June, but may meet as often as needed. A meeting may be called by the chairperson or President, and must be called at the written request of eight Trustees.

### 1.3.3 THE BOARD OF REGENTS

The Board of Regents role is advisory to the Board of Trustees and the Officers of the College. The Board of Regents is composed of not more than 55 nor less than 25 members. The regular members are nominated by the Regents' Nominating Committee and elected by the Board of Regents to four-year terms (renewable). In addition to the regular members of the Board, there are ex-officio members who are the President, the Vice President for Finance, the President of the National Alumni Association of Saint Mary's College, and the President of the Graduate Business Alumni Association of the College.

The Board of Regents meets three times annually. Special meetings may be called as circumstances require, as outlined by the Bylaws.

### 1.3.4 THE OFFICERS OF THE COLLEGE

The Bylaws of Saint Mary's College of California (1998) specify several Officers of the College, and grant broad executive and administrative authority to the President of the College summarized as follows:

#### President of the College

The President shall be the chief executive officer and general manager of Saint Mary's College.

The President may sign and execute, in the name of the Corporation, any instrument authorized by the Board of Trustees, except when the signing and execution thereof shall have been expressly delegated by the Board of Trustees or by these Bylaws to some other officer or agent of the Corporation. The President shall have all of the general powers and duties usually vested in the president of a corporation, and shall have such other powers and duties as may be conferred upon him from time to time by the Board of Trustees or these Bylaws.

The President shall be responsible for the College in all its departments. To assist him in management, he shall have the right to employ the Provost and one or more Vice Presidents, provided the office is approved by the Board of Trustees. The President shall have the discretion to prescribe the duties of the Provost and the Vice Presidents and other officers and employees of the College in a manner not inconsistent with the provisions of these Bylaws and the directions of the Board of Trustees.

The President shall report to the Board of Trustees at each regular meeting on problems and progress of the College and shall make an annual report to the Board on the operation and condition of the College.

### Provost and Vice Presidents

The Provost and Vice Presidents, whose offices must be approved by the Board of Trustees and who serve at the pleasure of the President, shall have such powers and perform such duties as may be prescribed for them from time to time by the President or pursuant to these Bylaws.

### Secretary

The Secretary shall be a member of the Board of Trustees and shall serve for a two-year term.

The Secretary shall exercise such powers and perform such duties as are usually vested in the office of secretary of a corporation, and exercise such other powers and perform such other duties as may be prescribed from time to time by the Board of Trustees or by these Bylaws.

### Chief Financial Officer

The Chief Financial Officer shall exercise such powers and perform such duties as are usually vested in the office of chief financial officer of a corporation, and exercise such other powers and perform such other duties as may be prescribed by the Board of Trustees or these Bylaws.

## **1.4 THE ADMINISTRATIVE ORGANIZATION**

A primary purpose of the administrative organization of the College is to guarantee that the planning, execution and evaluation of all of the activities of the College take place in an orderly, efficient and beneficial manner. The administrative organization is revised from time to time to further these ends.

### **1.4.1 THE PRESIDENT**

The President is appointed by the Provincial of the West Coast Province of the Brothers of the Christian Schools for a four-year term, renewable, and is responsible to the Board of Trustees. He is the chief executive and administrative officer of the College, and is vested with full and final authority in all matters pertaining to its government, educational programs, auxiliary services, and financial operations, within the limitations imposed by the approved policies of the Trustees, and the Charter and Bylaws of the College. He appoints the principal administrative officers of the College, and approves the appointment and retention of other administrative officers. He authorizes all faculty appointments, issues all contracts, and confers all promotions and tenure, informed by the recommendation of the Provost, who is advised by the appropriate academic officers and the Rank and Tenure Committee. He also approves all policies affecting non-academic personnel of the College. He is an ex-officio member of all College committees.

The administrative staff of the President consists of the Provost and the Vice Provosts (Academic Affairs, Student Life, and Enrollment Services), the Vice Presidents (College Communications, Development, Finance, and Mission), the Executive Assistant to the President, and the General Counsel.

#### **1.4.1.1 Executive Assistant to the President**

The Executive Assistant to the President is appointed by the President to serve in various assignments as the representative of the President, and is a member of the President's Cabinet.

#### 1.4.1.2 General Counsel

The General Counsel is appointed by the President to provide legal advice to the President, to the Board of Trustees and to the College. The General Counsel manages litigation that affects the College, prepares College contracts and agreements, analyzes federal, state and local laws and regulations to determine their potential impact on the College, and monitors compliance with statutory requirements. Additionally, the General Counsel serves as a general legal advisor to the President, performs special legally-related assignments for the President, and is a member of the President's Cabinet.

#### 1.4.1.3 College Diversity Coordinator

The President has designated the Vice President for Mission as the College Diversity Coordinator. The College Diversity Coordinator reports directly to the President and may act as the President's designated representative at diversity-related meetings, functions, and campus events. The College Diversity Coordinator, among others, helps to facilitate and monitor the goals of the College in moving towards diversity initiatives. The Coordinator assists all advisory boards, Schools, departments, programs and offices within the College in developing and implementing their respective diversity initiatives. The Coordinator also communicates regularly with the President and the campus community regarding process and procedures to address diversity concerns, diversity programming, events and goals at the College, while assisting the Office of Human Resources in providing on-going diversity training for faculty, staff, and administrators. The College Diversity Coordinator is an ex-officio member of the Equal Employment Opportunity Compliance Committee.

#### 1.4.2 PROVOST

The Provost is appointed by the President as chief academic officer of the College for a term mutually agreed upon and is responsible to the President. As the administrative officer responsible for all academic affairs of the College (policies, personnel, programs, budgets), the Provost is vested with authority commensurate with such responsibility. The Provost recommends to the President the appointment, promotion, and retention of Vice Provosts, Deans, administrative staff, and all full-time faculty. The Provost is a member of the President's Cabinet, chairperson of the Provost's Council, the Provost's Council of Deans, and an ex-officio member of all committees in the area of academic affairs.

The administrative staff of the Provost to whom responsibility and commensurate authority are delegated are the Vice Provost of Academic Affairs, the Vice Provost for Enrollment, the Vice Provost for Student Life, Deans of the Schools, Dean for Academic Resources/Director of the Library, Dean of Academic Advising and Achievement, Dean for Academic Development, Dean for Faculty Development.

#### 1.4.2.1 VICE PROVOST FOR ACADEMIC AFFAIRS

The Vice Provost for Academic Affairs is the chief academic officer for undergraduate programs and is vested with authority commensurate with this responsibility. In consultation with the Deans of the Schools, the Vice Provost for Academic Affairs coordinates all activities related to undergraduate academic programming, including the appointment of new tenure-track faculty. The Vice Provost for Academic Affairs collaborates with other Vice Provosts, Academic Deans, the Academic Senate and the Undergraduate Educational Policies Committee in designing and implementing policies for the traditional undergraduate programs. The Vice Provost for

Academic Affairs reports to the Provost of the College and serves on the Provost's Council, the President's Cabinet, the Budget and Planning Committee, and the Provost's Council of Deans.

1.4.2.2 Deans, Academic Affairs

1.4.2.2.1 Dean of the School

The Dean of the School is its chief academic officer and is vested with the commensurate authority and responsibility for all aspects of the academic enterprise of the School (policy, planning, personnel, programs, budgets). The Dean reports to the Vice Provost of Academic Affairs and recommends the appointment, promotion and retention of his/her administrative staff and of full-time faculty; appoints all part-time faculty; consults with the Vice Provost on all matters relating to substantive revision of the academic policies and programs of the School and the appointment of chairpersons; collaborates with other Deans in matters of mutual concern and especially with those involving overlapping policies, programs and faculty. There is a Dean for each of the four schools: Economics and Business Administration, Education, Liberal Arts, and Science.

1.4.2.2.2 Dean for Academic Resources/Director of the Library

The Dean for Academic Resources is responsible, in collaboration with the Deans of the Schools, for the development, programming, and administration of the information and learning resources of the Saint Albert Hall Library, including Media Services, and the Hearst Art Gallery. The Dean is responsible for the quality, allocation, and evaluation of collections, services, facilities, and staff in support of the academic learning environment. The Dean determines an appropriate balance among print, image, and electronic academic resources which make up these collections through broad-based collaboration with librarians, faculty and administrative staff.

1.4.2.2.3 Dean of Academic Advising and Achievement

The Dean of Academic Advising and Achievement is responsible, in collaboration with the appropriate Deans of the Schools and the Dean for Student Life, for development, implementation, and evaluation of the program of academic advising and related services for undergraduate students; for supervision and coordination of the minority students programs, the Academic Support and Achievement programs, and the High Potential program. The Dean is assisted by the coordinators and directors of the above-named programs.

1.4.2.2.4 Dean for Academic Development

The Dean for Academic Development is responsible, in collaboration with the Deans of the Schools and the Registrar, for such services as: review of projected undergraduate departmental offerings, tracking the Continuous Action Plan (the strategic plan for the academic programs of the College), major WASC recommendations, the five-year plans generated by program reviews in each academic area; strategic planning for new academic initiatives; and implementation of the Academic Honor Code as well as academic probation and disqualification policies. The Dean handles the student evaluations of faculty and courses and student grievances on academic issues. The Dean prepares for publication the College *Catalog*, the *Faculty Handbook*, the academic committee master list, and responds to college-wide requests for academic information or assistance.

1.4.2.2.5 Dean for Faculty Development



The Dean for Faculty Development is responsible for promoting among faculty an understanding and commitment to the Mission of the College. The Dean reports to the Provost and collaborates with the Vice Provost for Academics in regard to traditional undergraduate services. Faculty Development Fellows and the Committee on Teaching and Scholarship assist the Dean in designing and implementing faculty development programs that promote effective teaching and scholarship. Programs include developing and coordinating faculty and chair orientations and workshops that promote among faculty a culture of shared inquiry, social justice, and diversity for purposes of educational effectiveness. The Dean oversees various student and faculty funding sources such as the Faculty Development Fund and the Student Research and Development Grants. The Dean is a member of the Provost Academic Council of Deans and the Campus Deans Committee.

1.4.2.2.6 Associate Dean, School of Economics and Business Administration

The Associate Dean of the School of Economics and Business Administration's primary responsibilities are in the areas of strategic planning and budget management. The Associate Dean also fulfills other functions assigned by the Dean of the School to whom he/she reports.

1.4.2.2.7 Associate Dean, Kalmanovitz School of Education

The Associate Dean of the School of Education ensures the quality of academic programs, coordinates the implementation of academic policies and procedures, coordinates accreditation and program approval activities, makes recommendations regarding admissions criteria and program standards, and oversees development and revisions of the School bulletin, student *Handbook*, Adjunct Faculty *Handbook*, and policy/procedures manual. The Associate Dean implements policies related to student affairs, probation and disqualification, student evaluations of faculty/courses, and student grievances on academic issues. The Associate Dean supervises the Credential Analyst and various coordinators, chairs the School of Education Academic Policies and Regulations Committee, participates in budget planning, and prepares reports for the Dean of the School.

1.4.2.2.8 Associate Deans, School of Liberal Arts

There are two Associate Deans in the School of Liberal Arts, one assisting the Dean with undergraduate programs and the other with graduate and professional studies programs.

1.4.2.3 Director, Academic Affairs

If a director has the basic responsibilities of a department chairperson, the description of responsibilities and authority given under 1.4.2.4.1 applies to the director. If the director does not have such basic responsibilities, then reference must be made to a job description.

1.4.2.3.1 Director of the Collegiate Seminar Program

The Director of the Collegiate Seminar Program is appointed by the Vice Provost of Academic Affairs in consultation with the Governing Board of the Collegiate Seminar. The Director is responsible in collaboration with the Governing Board—of which the Director is chairperson—for the organization and development of the program and the appointment, evaluation and development of faculty in the program. (This entails the basic responsibilities of a chairperson as specified in 1.4.2.4.1). In collaboration with the Deans of the Schools (from which the faculty is drawn), the Director is responsible for providing for the staffing needs of the program.

#### 1.4.2.3.2 Director of January Term

The Director of the January Term is appointed by the Vice Provost of Academic Affairs. The Director is responsible, in collaboration with the January Term Committee of which the Director is chairperson, for the organization, development and evaluation of the January Term program, for the provision and appropriate staffing of needed courses in the context of the January Term, for approving courses proposed by faculty for the January Term in consultation with the January Term Committee, for the evaluation of faculty teaching in the January Term program and for exercise of appropriate jurisdiction over all faculty teaching in the program.

#### 1.4.2.3.3 Director of Graduate Business Programs

The Director of Graduate Business Programs is responsible, in consultation with the Dean of the School of Economics and Business Administration and with the faculty of the Graduate Business Programs, for the overall quality of the Graduate Business Programs. As the department chair for the Graduate Business faculty, the Director is responsible for the recruitment of full and part-time faculty, for curriculum assessment and development, and for academic policy in the Graduate Business Programs. The Director is also responsible, with the assistance of the Director of Admissions and External Relations of Graduate Business Programs, for the number and quality of students admitted to those programs. In general, the Director is responsible for the financial performance of the Graduate Business Programs, and is charged with the development of the annual budget and with overseeing all expenditures.

#### 1.4.2.3.4 Director of Master of Fine Arts Program in Creative Writing

The Director of the Master of Fine Arts Program in Creative Writing, appointed by the Dean of the School of Liberal Arts in consultation with the Vice Provost of Academic Affairs, oversees the administration of all aspects of the program's operation, including recruitment, public and community relations, admissions, scheduling, budgeting, and contractual negotiations with visiting writers. The Director is responsible for marketing and fund-raising, and for organizing all public functions associated with the program, including co-direction of the Creative Writing Reading Series. The Director reports to the Program Steering Committee, which is responsible for all academic policy-making within the program.

#### 1.4.2.3.5 Director of Graduate Liberal Studies Program, School of Liberal Arts

The Director of Graduate Liberal Studies Program, School of Liberal Arts, is responsible for recruiting students, recommending program admission, and providing academic advising. The Director recommends the appointment of program faculty to the Dean, is responsible for class scheduling, faculty evaluation, and administration of academic policy. In collaboration with the Program Advisory Board, of which the Director is the chairperson, the Director of Graduate Liberal Studies Program is responsible for the organization and development of the program and is an instructor in the program.

#### 1.4.2.3.6 Director of Catholic Institute for Lasallian Social Action (CILSA)

The Director of CILSA provides leadership to the campus community in developing, promoting, and coordinating opportunities and resources to enhance student engagement in volunteer community service, social justice activities, and reflection experiences. The Director is responsible for developing a staff of professionals, students and faculty and for establishing an

Advisory Board for this campus program. CILSA serves the campus community primarily as an action-oriented, information and referral center promoting a culture of service across the College.

1.4.2.3.7 Director of Center for International Programs

The Director of the Center for International Programs is responsible for the oversight of the Center for International Programs. This center provides study abroad opportunities to Saint Mary's students and supervises the Intensive English Program. In addition, the center furnishes orientation, counseling and assistance to matriculated international students in both undergraduate and graduate programs. The Director is advised by the Committee on International Programs and reports to the Vice Provost for Academic Affairs.

1.4.2.3.8 Director of Academic Support and Achievement Programs

The Director of Academic Support and Achievement Programs (ASAP) is responsible for a variety of undergraduate support services offered by the ASAP office both to students who experience academic difficulties and to those who wish to achieve greater academic success. The services include an extensive tutorial program and drop-in study groups. The Director oversees Project Success, an intervention program that assists students on first-time academic probation to build skills they need to return to good academic standing. The Director coordinates the provision of limited individualized assistance to students with learning and/or physical disabilities.

1.4.2.3.9 Director of High Potential Program

The Director of High Potential Program administers the program designed to offer admission and support to students who, due to adverse social, economic, educational, or other factors, have demonstrated their potential to succeed in college through other than traditional indicators. The Director is responsible for the organization of an intensive summer orientation program for these students and the provision of a broad range of other academic and personal support programs throughout the year.

1.4.2.3.10 Director of Hearst Art Gallery

The Director of Hearst Art Gallery oversees the programs of the Hearst Art Gallery, including exhibitions and the preservation and development of the College art collection. The Director is responsible for developing policies, procedures, long-range plans and budgets, including funding from non-College sources, in consultation with the Gallery's Advisory Board, curator and staff, and other College officials. The Director is responsible for seeing that the Gallery upholds the standards and ethics of the museum profession, as defined by the American Association of Museums and other professional organizations.

1.4.2.3.11 Director of Career Development Center

The Director of the Career Development Center coordinates career exploration programs and counseling services, internship placement, on-campus recruitment for full-time employment for students and alumni as well as part-time employment opportunities for students. The Director works in collaboration with the Director of Alumni and the Alumni Board of Directors, and chairs the Career Development Advisory Board.

1.4.2.3.12 Director of the Liberal Education for Arts Professionals (LEAP™) Program, School of Liberal Arts

The Director of Liberal Education for Arts Professionals Program is responsible for recruiting students, recommending program admission, providing academic advising, program counseling, development and revision of curriculum and learning resources, administrative oversight related to curriculum and instruction, and the participation in the formulation of academic policy. The Director recommends appointments of program faculty to the Dean, collaborates with other departments for program staffing, and is responsible for coordinating expansion of the program nationally.

1.4.2.3.13 Director of the Master of Arts in Leadership Program, School of Liberal Arts

The director of the Master of Arts in Leadership program is responsible for the development and revision of curriculum; oversight of faculty recruitment, development and program instruction; recruitment of students and program admissions. In addition the director participates in and facilitates formulation of academic policy in conjunction with the faculty who teach in the program. The director is also responsible of administrative oversight of the program and program budget and is responsible for program staffing and coordinating the national expansion of the program.

1.4.2.3.14 Program Directors for the Kalmanovitz School of Education

The Directors of the Crosscultural Education, Early Childhood, Educational Leadership, Graduate Counseling, Multiple Subject, Reading and Language Arts Leadership, Single Subject, and Special Education Programs in the School of Education fulfill the basic responsibilities of department chairpersons (see 1.4.2.4.1) and coordinate the administrative, managerial, and instructional aspects of the credential, master's and doctoral degree programs under their supervision. In addition to their responsibilities for curriculum and instruction, they are responsible for program recruitment, admission, academic advising, and class scheduling; for recommending full and part-time faculty for appointment, assignment, and retention; for faculty training and orientation; for collaboration with Schools; for field supervision; and for program and student evaluation. Directors supervise staff, participate in the formulation of academic policy, and apply academic and administrative policies and procedures to student concerns.

1.4.2.3.15 Director of Athletics and Recreational Sports

The Director of Athletics and Recreational Sports reports to the President and administers the intercollegiate and recreational sport programs and the facilities of the College dedicated to these activities. The Director recommends to the Provost the appointment of all coaches and support staff and is responsible for: the Athletic Department's budget; NCAA, WCC, and other relevant athletic compliance and regulatory matters; grant-in-aid administration for athletes; athletic marketing and promotions, media relations, and fund raising. The Director provides coordination and leadership for the Campus Athletic And Recreational Sport Committee. The Senior Woman Administrator works closely with the Director on all matters and provides coordination and leadership for the Student-Athlete Advisory Committee. The Director, under the leadership and direction of the Provost, is responsible for working collaboratively with multiple, other organizational units on campus including but not limited to Admissions, Financial Aid, Human Resources, Business Office, Registrar, Development, College Communications, Staff Council, Academic Senate, Regents, and Trustees.

1.4.2.4 Chairpersons of Undergraduate Departments

The chairpersons of departments that are composed of undergraduate faculty are appointed by the Dean of the School for a three-year term, normally after consultation with at least the senior

members (i.e., full professors and tenured members) of the department and the Vice Provost of Academic Affairs. Department chairpersons may be reappointed by the Dean after confidential evaluations have been solicited from all members of the department and consultation has taken place with all senior department members and others whose opinions the Dean deems may be helpful. The terms of the department chairpersons should be staggered so that approximately one-third are considered for reappointment each year.

#### 1.4.2.4.1 Duties of a Department Chairperson, Undergraduate Department

##### 1. Departmental Organization

- a. Organize instruction (course assignment, course scheduling) and develop instruction (new courses, teaching effectiveness) within the department for the academic year;
- b. Ensure that the College's policy on final examination scheduling is followed by faculty;
- c. Hold regular monthly departmental/program meetings, the minutes of which are sent to the Dean;
- d. Discuss with candidates the criteria for tenure and promotion; under teaching effectiveness include the candidate's policies and standards on grading, homework, and examination/papers;
- e. Prepare description and evaluation of departmental/program curricula for the Program Review Committee or appropriate School committee;
- f. Consult in a spirit of cooperation with departmental/program members on matters of their own practice and of general departmental interest. (For the chairperson's procedure when a department member is being reviewed by the Rank and Tenure Committee, see Rank and Tenure Procedures, section 2.6.2.2.);
- g. Submit department/program budget proposals and exercise control over expenditures in the approved budget;
- h. Recruit new faculty members, maintain records and complete such reports on applicants as are required by the Human Resources office;
- i. Review the performance of adjunct and visiting faculty and lecturers, based on criteria to be established by the Dean of the School, which may include classroom visitations and the general student questionnaire.

##### 2. Rank and Tenure Review

It is the responsibility of the chairperson to:

- a. Familiarize himself/herself with and follow the procedures of the Rank and Tenure Committee as these pertain to the chairperson;
- b. Maintain a current file for each member of the department with relevant material of candidates for rank and tenure review; keep informed on candidates subject to interim review, those eligible for tenure, and those eligible for promotion; collect appropriate

materials to be presented to ranked members of the department to assist them in their evaluation of the candidates;

- c. Be responsible for the timely placement of the departmental forms in the candidate's rank and tenure file and of the formal letter from the chairperson for candidates subject to interim review, and of any appropriate letters of recommendations on candidates (see Rank and Tenure Procedures, section 2.6.2.2);
- d. Review student evaluations of the candidates, especially the opinions of departmental majors;
- e. Make written departmental rank and tenure recommendations on candidates, in consultation with ranked members; report objectively any recommendations of ranked members which are different from those of the chairperson, submitting those directly to the Rank and Tenure Committee; share and discuss these written recommendations with the candidate prior to submitting them to the Rank and Tenure Committee;
- f. Submit appropriate written class visitation evaluations from the candidate's departmental file to the candidate's rank and tenure file.

### 3. Teaching Effectiveness

- a. Class visitation of departmental members:
  - i. For faculty moving toward tenure, a minimum of two classroom visits per term, at least one by the department/program chairperson, is expected.
  - ii. Faculty being considered for promotion must be visited by the chairperson.
- b. Written evaluation of class visitation:
  - i. The visitor is required to submit a written evaluation of the visit to the faculty member and then to consult about the evaluation with him/her. A copy of the evaluation is to be placed in the departmental file. The Chairperson will attach these written evaluations of the visits to Form B as an integral part of Form B in the case of a promotion or tenure review. Similarly, in the case of an interim review, the written evaluations of class visitations will be attached to the written review of the candidate's performance submitted by the department chairperson (FH 2.6.2.2.1.2) as an integral part of that written review.
- c. Student evaluation questionnaire:
  - i. Discuss with and make recommendations to departmental faculty concerning student evaluation questionnaires which provide a perspective of teaching effectiveness which complements peer evaluation.
- d. Hear and ascertain the validity of complaints that may be received from members of the department or from students who are taking courses in the department /program.

### 4. Authority

- a. To recommend to the Dean, as appropriate, the reappointment or non-appointment of departmental/program faculty;
- b. To call departmental/program meetings and to establish departmental/program committees;
- c. To assign courses and schedule courses of instructors in the spirit of cooperation with them;
- d. To initiate procedures deemed necessary for the good of the department/program (e.g., for the dismissal of an instructor);
- e. To visit classes and to delegate tenured members of the department/program to do so; class visitations (day and time) are with the instructor's permission;
- f. To exercise the power of veto over departmental/program decisions;
- g. Limitations on the chairperson's authority: major changes (e.g. personnel policies, major requirements, composition of the major, interdisciplinary requirements) may be undertaken only with the approval of the Dean and others if necessary.

#### 1.4.3 VICE PROVOST FOR STUDENT LIFE

The Vice Provost for Student Life is appointed by the President in consultation with the Provost for a term mutually agreed upon, and is responsible to the President and the Provost. As the chief administrative officer for student life, the Vice Provost is charged with facilitating the development of traditional undergraduate students in a manner which complements and completes their academic curriculum and serves the Mission of the College. The Vice Provost is vested with authority commensurate with the following responsibilities: the supervision of the student life educators, administrators, and staff in the areas of Student Life, Residence and Community Life, Campus Housing and Conference Services; New Student and Family Programs; Leadership, Involvement and Diversity, Women's Resource Center, Intercultural Center; Student Health Center and Counseling Center; and, Public Safety. The Vice Provost recommends to the President the appointment, promotion, and retention of the administrative staff. The Vice Provost is a member of the President's Cabinet and an ex-officio member of all committees in the area of student life.

The administrative staff of the Vice Provost for Student Life includes the Dean of Students, Assistant Dean for Leadership, Involvement & Diversity; Assistant Dean/Director of Residence & Community Life; Director of Campus Housing & Conference Services; the Director of Public Safety; the Student Health Center Director; the Counseling Center Director; New Student and Family Programs Director; Women's Resource Center Director; and, the Intercultural Center Director

##### 1.4.3.1 Dean of Students

The Dean of Students provides leadership, vision, and administrative supervision for student development in the residences, in student conduct, and in the first-year experience for approximately 2500 undergraduates in a manner that complements and augments the academic and Lasallian mission of the College. The Dean serves as an advocate for the needs of students, assisting faculty and staff in enhancing and assessing student learning and coordinating the campus responses to and prevention of serious incidents. The Dean of Students oversees the

Office of Residence and Community Life, New Student and Family Programs, Campus Housing and Conference Services and represents the Vice Provost for Student Life in their absence.

#### 1.4.3.1.1

##### Director of Campus Housing and Conference Services

Reporting to the Dean of Students, the Director of Campus Housing & Conference Services provides overall leadership and direction for the development of a conference and a campus housing programs that functions within the mission of the College and provides fiscal resources for the operations. Manage and operate housing and conference services as self-sustaining auxiliary operations of the College, including oversight of analyzing and projecting all statistics, capacities, assignments, availability, tracking, billing and budget.

##### Assistant Director for Conference Services

Reporting to the Director of Campus Housing and Conference Services, the Assistant Director of Conference Services is responsible for the College's internal and external conference related services, including but not limited to, the booking and management of College facilities, space utilization, the delivery of contracted services and for communicating College policy and procedures to clients.

##### Assistant Director for Campus Housing

Reporting to the Director of Campus Housing and Conference Services, the Assistant Director of Campus Housing provides leadership and direction for the operational aspects of the residential life/housing program. In a collaborative spirit with other members of the student life division, the Assistant Director provides for and supports a residential life program that fosters learning, accountability and community.

#### 1.4.3.1.2

##### Assistant Dean of Students/Director of Residence and Community Life

The Assistant Dean is responsible to the Dean of Students and provides administrative and direct oversight of the Office of Residence & Community Life. The Assistant Dean and the Residence & Community Life staff establish policies, programs and procedures that facilitate students' intellectual and spiritual development as active members of the diverse college community. The administrative staff of Residence & Community Life includes the Associate Director for Residential Life, Assistant Director for Community Life, Coordinator for Residential Programming, Resident Directors, and Resident Advisors.

##### Associate Director for Residential Life

The Associate Director reports to the Assistant Dean of Students and has primary responsibility for creating and leading a living and learning environment in the residence halls and coordinating staff selection for Residence Life.

##### Assistant Director for Community Life

The Assistant Director reports to the Associate Dean of Students and has the overall administration and management of the student discipline process and the associated protocols with specific attention to non-academic cases as well as facilitating the Disciplinary Hearing Boards and Peer Councils.



#### Director of New Student and Family Programs

Reporting to the Assistant Dean of Students for Residential and Community Life, the Director has primary responsibility for supporting the successful transition of new students and their families into the campus community through programs, outreach and publications. Orientation, Week of Welcome and First Year Experience programming enhance student learning and success. The Director collaborates with other campus offices in support of new student transitions.

#### 1.4.3.2

#### Assistant Dean of Student Life for Leadership, Involvement and Diversity

The Assistant Dean of Student for Leadership, Involvement and Diversity reports to the Vice Provost for Student Life and oversees the areas of Student Involvement and Leadership, the Intercultural Center, and the Women's Resource Center. The Assistant Dean is responsible for the development of leadership programs; oversees student government and student organizations (including media); and appoints faculty/staff advisors for all registered student organizations.

#### Director of the Intercultural Center

The Director of the Intercultural Center reports to the Assistant Dean for Student Involvement and Leadership and promotes a learning environment which embraces diversity, fosters acceptance and creates an inclusive community through co-curricular programs, outreach, support services and resources.

#### Director of the Women's Resource Center

The Director of the Women's Resource Center reports to the Assistant Dean of Student Life for Leadership, Involvement and Diversity and promotes a campus environment where students, especially women students, are encouraged to seek gender-related information and exchange views. Additionally, the Director coordinates the provision of relevant educational programs and activities and coordinates the Sexual Assault Crisis Response Team.

#### 1.4.3.3 Director of the Student Health and Wellness Center

The Director of Wellness reports to the Vice Provost and provides administrative, operational and programmatic oversight for the following functional areas: Medical Services, Counseling Services, and Health Promotion and Prevention Services. Under the leadership of the Director, Medical Services provides high quality primary care services; Counseling Services provides individual, couple, and group counseling, as well as crisis intervention and consultation; and Health Promotion and Prevention Services offers educational and peer-facilitated, co-curricular programs and services to the campus community.

##### Assistant Director of Medical Services

The Assistant Director coordinates the provision of medical care and education, especially for minor illness or injuries, and health and wellness education and promotion activities.

##### Assistant Director of Counseling Services

The Assistant Director reports to the Director of the Counseling Center and oversees all Center training programs and coordinates the Center's alcohol and other drug programs. The Assistant Director provides program development and implementation, student counseling services, coordinates Internship Training program and provides collaborative management of the Alcohol and Drug program.

##### Coordinator of Health Promotion & Education

The Coordinator oversees the delivery of educational, co-curricular programs, tools and activities which encourage and promote student health; also supervises the Peer Education Network program.

#### 1.4.3.4 Director of New Student Programs

Reporting to the Vice Provost for Student Life, the Director has primary responsibility for supporting the successful transition of new students into the College and for leading the Student Life area (in collaboration with Undergraduate Academics and Enrollment) in sustaining and creating collaborative programs that enhance student learning and success.

#### 1.4.3.5 Director of the Women's Resource Center

The Director of the Women's Resource Center reports to the Vice Provost for Student Life and promotes a campus environment where students, especially women students, are encouraged to seek gender-related information and exchange views. Additionally, the Director coordinates the provision of relevant educational programs and activities and coordinates the Sexual Assault Crisis Response Team.

#### 1.4.3.6 Director of Public Safety

The Director of Public Safety reports to the Vice Provost for Student Life and coordinates campus safety and security matters, establishes and enforces parking and traffic regulations, coordinates crime investigation and reporting, and facilitates emergency and natural disaster operations.

#### 1.4.4 VICE PRESIDENT FOR FINANCE

The Vice President for Finance is appointed by the President with the approval of the Board of Trustees for a term mutually agreed upon, and is responsible to the President. The Vice President for Finance is the College's chief financial officer and treasurer and her/his duties include responsibility for all business and financial affairs of the College (business policies, operations, communications, facilities construction and planning, human resources, physical plant and contracted services). The Vice President is vested with authority commensurate with such responsibilities. The Vice President recommends to the President the appointment, promotion, and retention of administrative staff and the selection of firms contracting with the College to provide services. The Vice President is a member of the President's Cabinet and an ex-officio member of all committees in the areas of business, finance, buildings, technology and human resources. As the principal planning officer for the College, the Vice President oversees the Office of Architecture and Construction and is the reporting officer to whom all planning consultants report.

The administrative staff and contractual services staff reporting directly to the Vice President for Finance are the Contracted Bookstore Manager, Chief Technology Officer, Coordinator of Administrative Services, Director of Finance/Controller, Contracted Director of Food Service, Director of Human Resources, Executive Director of the Physical Plant, and the Print Shop Manager.

##### 1.4.4.1 Executive Director of the Physical Plant

The Executive Director of the Physical Plant supervises the Department of Architecture and Construction, the Office of Environmental Health and Safety, and the personnel and the maintenance program of the physical plant, including all buildings and grounds, equipment, utilities, and vehicles. The Executive Director also schedules and coordinates the use of College vehicles.

##### Director of Architecture and Construction

The Director of Architecture and Construction is responsible for supervising and coordinating all construction on campus from preliminary planning through project completion.

##### 1.4.4.2 Director of Finance/Controller

The Director of Finance/Controller supervises and directs the Budget Office and Business Office operations, including budget management and reporting and all accounting functions, cash management, billing, collections, accounts payable, and payroll. The Director of Finance/Controller also coordinates the annual audit of the College's financial records by outside independent auditors.

#### 1.4.4.3 Director of Human Resources

The Director of Human Resources is responsible for the College's human resources, compensation, benefits programs, and discrimination policies, including but not limited to the College's sexual harassment policies. The Director coordinates hiring, reviews all contracts, recommends salary, personnel, and benefit policies to the administration, monitors College compliance with laws in government regulations, e.g., Equal Employment Opportunity, Title IX and Title VII regulations, investigates reported complaints of improper conduct, and advises on other appropriate matters affecting the human resources of the College.

#### 1.4.4.4 Chief Technology Officer

The Chief Technology Officer (CTO) is responsible for both academic and administrative technology, including the planning, implementation and management of electronic resources and management of information systems. The CTO also oversees campus telecommunications and audio-visual support.

#### 1.4.5 VICE PRESIDENT FOR DEVELOPMENT

The Vice President for Development is appointed by the President for a term mutually agreed upon, and is responsible to the President. The Vice President oversees the offices of Development & Alumni Relations. As the principal fund raising officer, the Vice President oversees the offices of Development and Advancement Services. The Vice President is responsible for presenting annual and long-range plans for the funding of institutional priorities and for engaging the alumni, parents, friends, corporations and foundations who can assist the College in reaching its goals. The Vice President is vested with authority commensurate with such responsibilities. The Vice President recommends to the President the appointment, promotion and retention of administrative Advancement, Alumni Relations, and Development staff and appoints other staff. The Vice President is a member of the President's Cabinet, and an ex-officio member of all committees in the area of development.

##### 1.4.5.1 Senior Director for Development

The Senior Director for Development is responsible for planning and directing the College's overall fundraising effort. The Senior Director supervises, guides, and coaches the Annual Fund, Foundation and Corporate Relations, Major Gifts, Athletic Development, and Advancement Services. The Senior Director reports to the Vice President for Development, and works closely with the Development Committee of the Board of Regents.

##### 1.4.5.2 Director of Alumni Relations

The Director of Alumni educates and involves alumni and friends through creative programming, while serving the best interests of the College. In addition to supervising, guiding, and coaching the staff of the Alumni Relations Office, the Director of Alumni Relations also oversees the Alumni Relations Board.

##### 1.4.5.3 Director of Advancement Services

The Director of Advancement Services is responsible for recording gift information properly, updating donor records, and coordinating proper acknowledgements of donations received by the College. The Director manages the alumni and donor information database.

#### 1.4.6 VICE PRESIDENT FOR COLLEGE COMMUNICATIONS/VICE PROVOST FOR ENROLLMENT

The Vice President for College Communications and Vice Provost for Enrollment is appointed by the President and Provost for a term mutually agreed upon and is responsible jointly to the President and Provost. As the administrative officer primarily responsible for the enrollment and retention of students (recruitment, admission, financial aid, registration, progress towards degree) and both external and internal communications and marketing (marketing, media relations, community and government relations, creative services), the Vice Provost and Vice President is vested with authority commensurate with such responsibility. The Vice Provost and Vice President recommends to the President and Provost the appointment, promotion and retention of the administrative staff in College Communications and Enrollment Services and appoints other staff. The Vice Provost and Vice President is a member of the President's Cabinet, the Provost Council, the College Budget and Planning Committee, and is an ex-officio member of all committees in the areas of recruitment, admission, financial aid, registration, college communication and marketing, and retention. The administrative staff of the Vice President for College Communications and Vice Provost for Enrollment is composed of the Dean of Admissions, the Registrar, the Director of Financial Aid, and the Director of College Communications.

##### 1.4.6.1 Registrar

The Registrar is responsible for the following registrarial functions: academic records (transcripts, grades, grading policies); enrollment (registration requirements and procedures, leave of absence, withdrawal from School, verification of enrollment, qualifications for readmission); progress toward degree (academic probation, special academic petitions, declarations of major and minor); determination of degree requirements (candidacy, granting of degrees, course credit evaluations); class schedule, room assignments; and final examination schedule. Along with others, the Registrar contributes to institutional research efforts, and is primarily responsible for the enforcement of academic regulations. The Registrar is assisted by the staff of the Office of the Registrar.

##### 1.4.6.2 Dean of Admissions

The Dean of Admissions is responsible for the recruitment and admission evaluation of all incoming traditional undergraduate students. Responsibilities include demographic research, development of publications and video, School and college visits, interviewing of applicants, and supervision of alumni, faculty and student recruitment programs, consideration of applicants' credentials and determination and notification of admission status. The Director supervises the Admissions office staff of counselors and support personnel.

##### 1.4.6.3 Director of Financial Aid

The Director of Financial Aid supervises and administers all aspects of the financial aid program. The Director counsels students and parents on the availability of financial aid and scholarships, determines eligibility for the college's financial aid programs, prepares applications for federal funds, directs the awarding of financial aid and the maintenance of records, and prepares reports required by federal, state, and institutional agencies.

##### 1.4.6.4 Director of Articulation and Transfer/Associate Registrar

The Director of Articulation and Transfer is the institutional advocate for transfer students. The Director is responsible for developing formal articulation agreements with other institutions of higher education, providing prospective transfer students with preliminary advanced standing evaluations, determining the transferability of courses, and arranging for the course scheduling and orientation of new transfer students. In addition, the Director is responsible for monitoring and addressing other institutional policies and procedures (e.g., residence life, advising, orientation) which affect transfer students.

1.4.6.5 Coordinator, International Recruitment and Admissions

The Coordinator of International Recruitment and Admissions is responsible for the recruitment and admissions of international students to all of the College's programs. In this role, the Coordinator develops and implements recruitment strategies for international students, reviews and makes admissions recommendations on all international applicants, and advises staff and faculty regarding international student admission issues. The Coordinator reports to the Dean of Admissions.

1.4.6.6 Director of College Communications

The Director of College Communications oversees internal and external communications on behalf of Saint Mary's College. The Director uses appropriate communications strategies and programs to support attainment of Saint Mary's College strategic and operating goals and objectives. Maintains a broad understanding of contemporary issues affecting institutions of higher learning, anticipates how these issues may impact Saint Mary's College and its key audiences, and, where appropriate, recommends and implements communications programs that help the College respond appropriately to them. Where appropriate, the Director serves as an official spokesperson for Saint Mary's College. Supports the communications needs of the President, Provost and other senior administrators, and assists other College functions (including Admissions, Development, Student and Alumni Relations, and Athletics) with their respective communications needs as required.

1.4.6.7 Director of Creative Services

The Director of Publications is responsible for supervising and coordinating the publishing of all materials related to the College and reports to the Director of College Communications. The Director's primary publication responsibilities include academic catalogues, admissions materials, and advancement and development marketing pieces.

1.4.7 VICE PRESIDENT FOR MISSION

The Vice President for Mission reports to the President and is responsible for promoting among faculty, students and staff and others associated with Saint Mary's College an understanding of and commitment to the liberal arts, Catholic and Lasallian Mission of the College through curricular and co-curricular activities including the annual Academic Convocation. Other responsibilities include facilitating communication among Institutes, Committees, Centers and other SMC entities whose work is dedicated to furthering the Mission for the purpose of collaboration among these groups and for informing the College about the distinctive nature of their mission and how it contributes to building a community that animates the Mission. The Dean for Mission and Ministry and the Coordinator of Mission report to the Vice President. The Vice President collaborates with the De La Salle Institute of the District of San Francisco, the US/Toronto Region and International Institute to provide opportunities for active participation in the Lasallian world. The Vice President is a member of the President's Cabinet, the Budget

Committee, the John S. Cummins Institute, the Celebrating Diversity Committee, and the Social Justice Coordinating Committee.

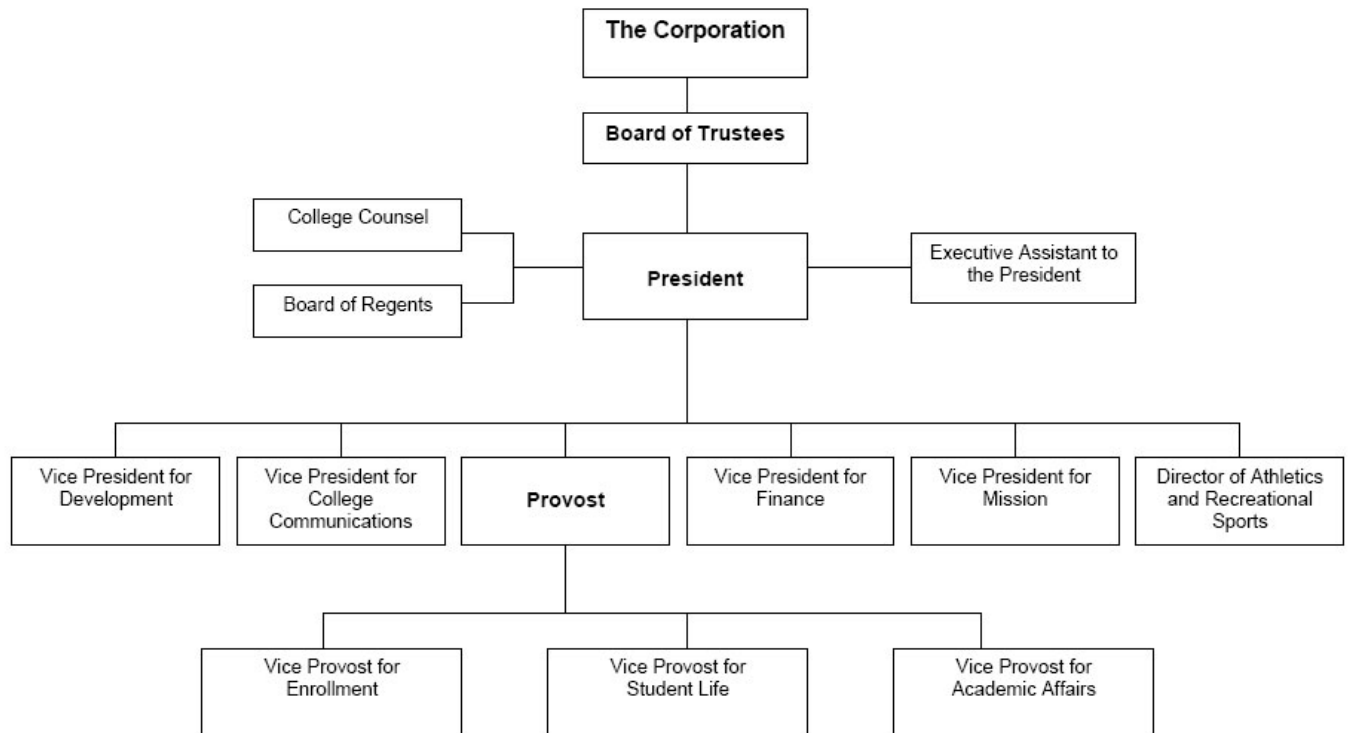
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Dean for Mission and Ministry

The Dean for Mission and Ministry is responsible for ministering to and assisting members of the College Community in their spiritual needs and growth, as well as participation in the College's Catholic and Lasallian Heritage and Mission. The Dean is responsible for the development and organization of the College's Mission and Ministry Center, including the six Core Areas: Faith Formation, Lasallian Mission, Justice and Education, Retreats and Vocation, Liturgy and Prayer, and Residential Ministry. The Mission and Ministry Center gives expression to and support for the five Lasallian Core Principles: Faith in the Presence of God, Concern for the Poor and Social Justice, Quality Education, Respect for All Persons, Inclusive Community. Dean supervises the Mission and Ministry Center staff, oversees the scheduling and policy regarding the use of the Chapel, is responsible for the Mission and Ministry Center budget, and the organizes the development of student leadership for the Mission and Ministry Center. The Dean, the staff, and the student leaders respond to the needs of the students, faculty, staff, and alumni of the College and collaborate with departments and programs, as well as the Saint Mary's College and Joseph Alemany Communities of Christian Brothers in their service to Saint Mary's.

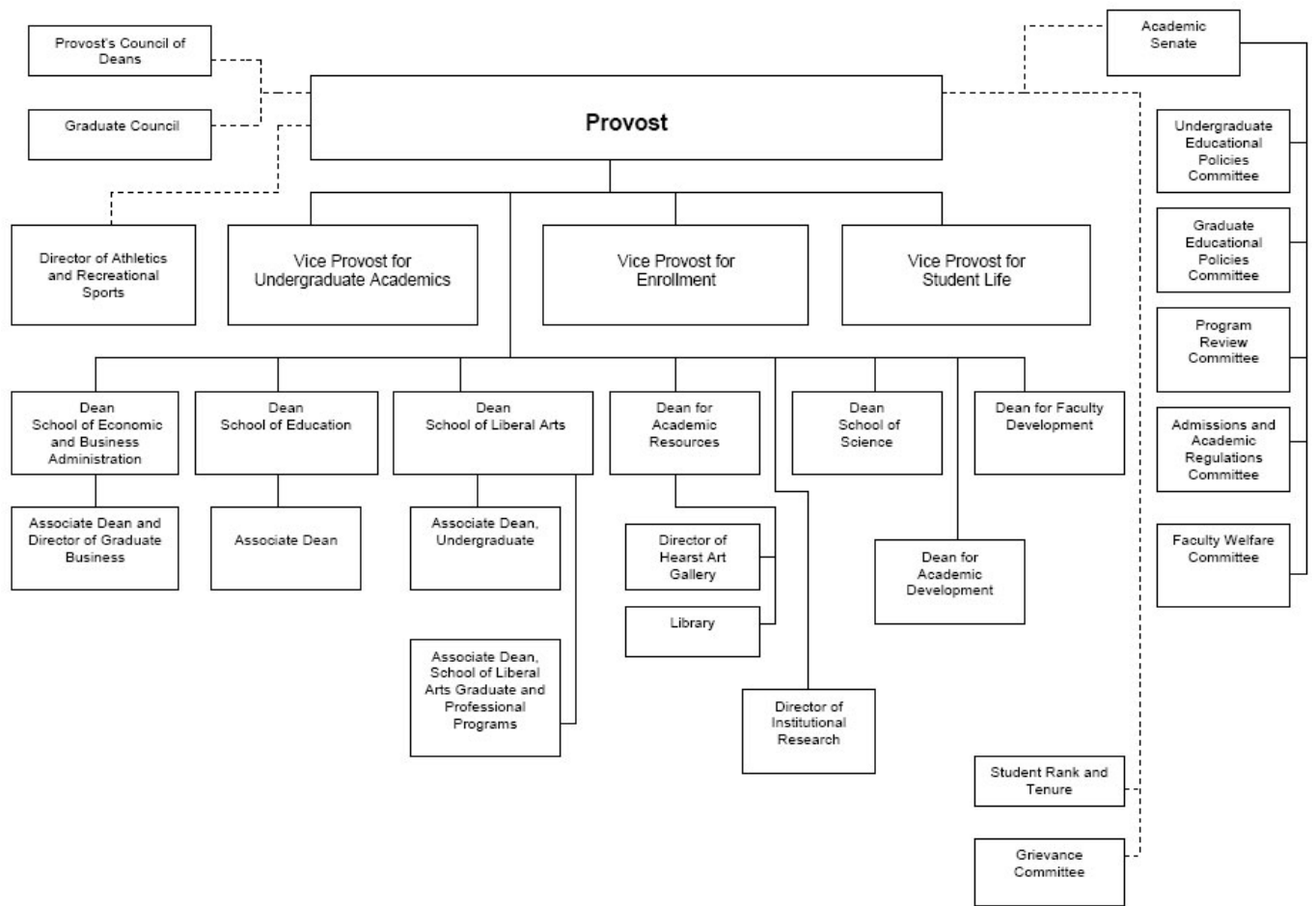
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**ORGANIZATIONAL CHARTS**  
THE PRESIDENT OF THE COLLEGE

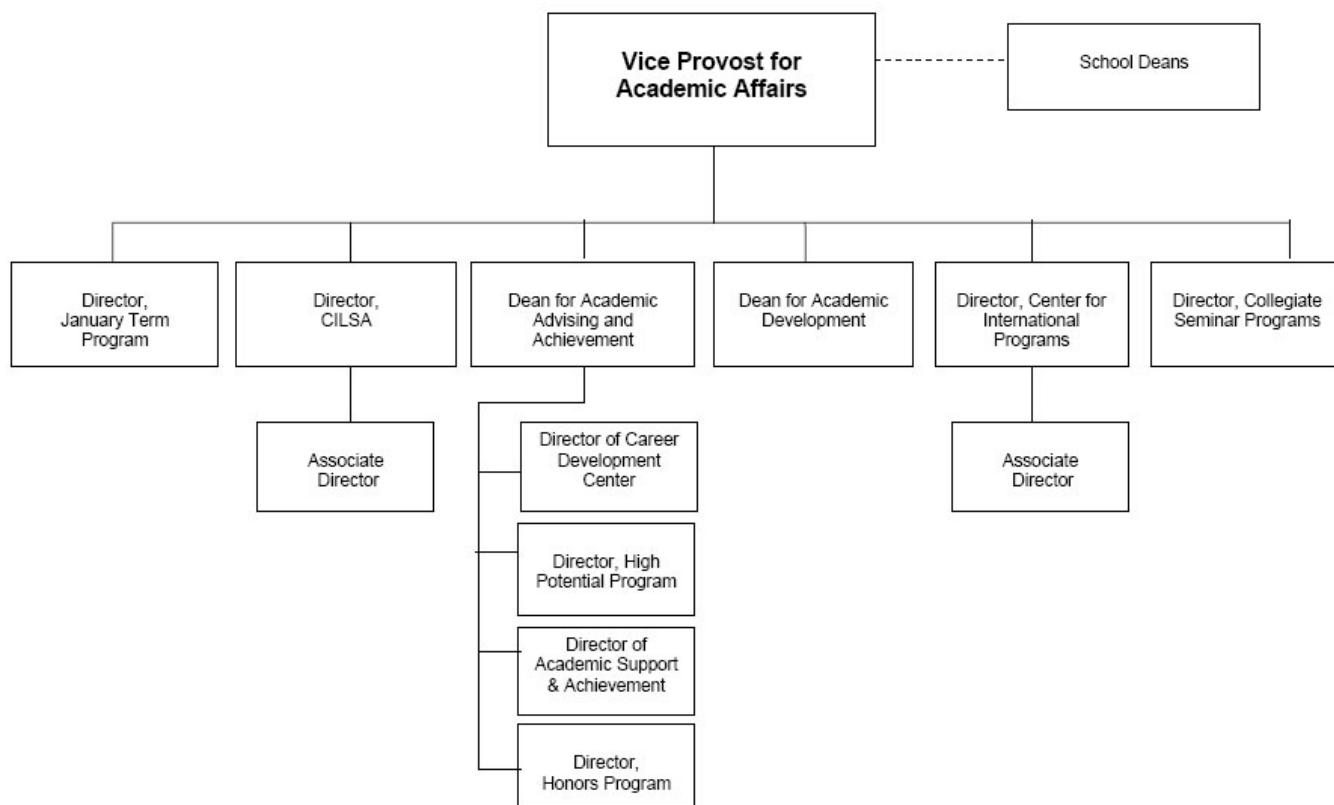




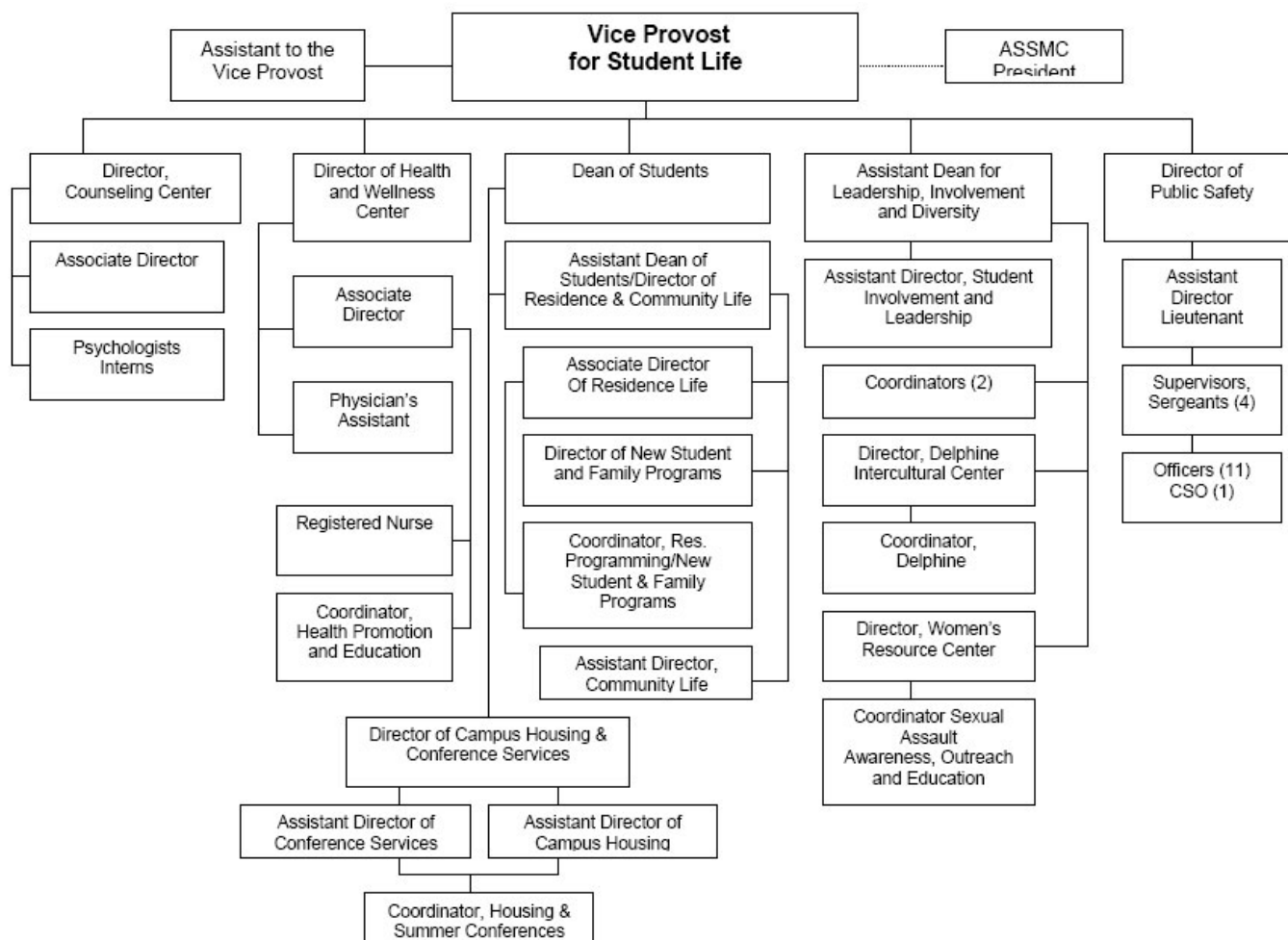
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1.5.2 THE PROVOST



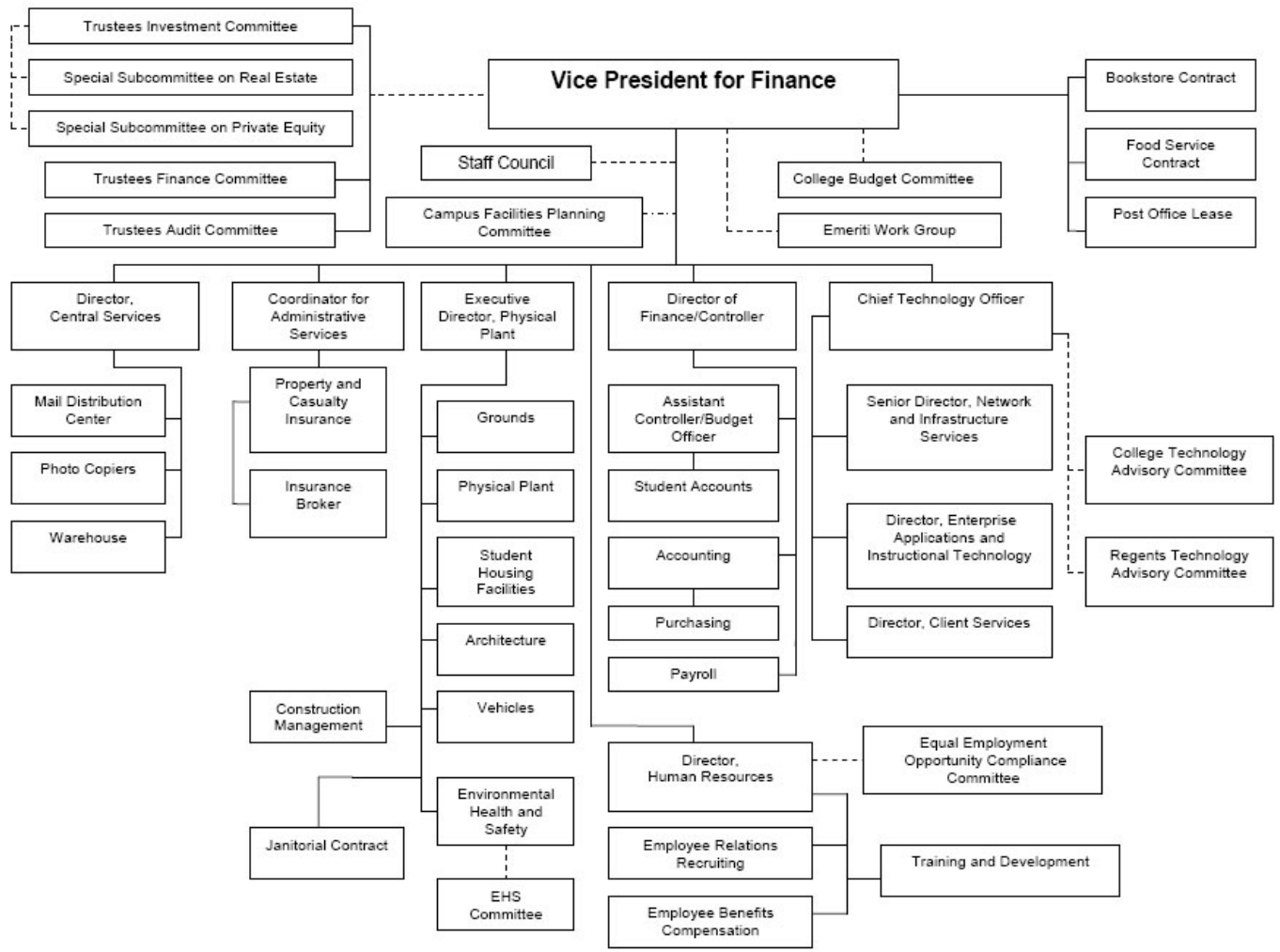
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1.5.2.1 THE VICE PROVOST OF ACADEMIC AFFAIRS



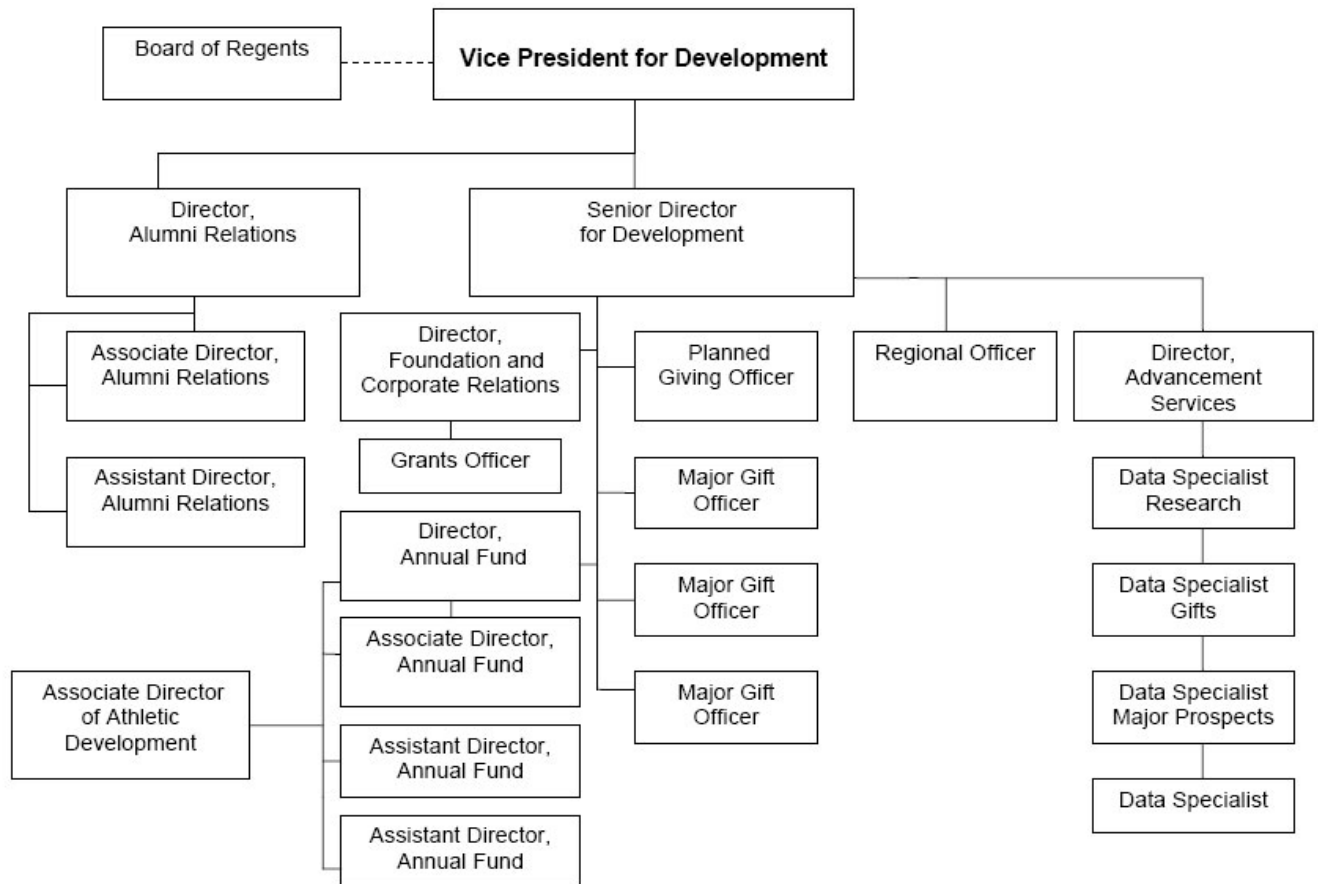
1.5 ORGANIZATIONAL CHARTS  
 1.5.3 THE VICE PROVOST FOR STUDENT LIFE



1.5 ORGANIZATIONAL CHARTS  
 1.5.4 THE VICE PRESIDENT FOR FINANCE AND PLANNING



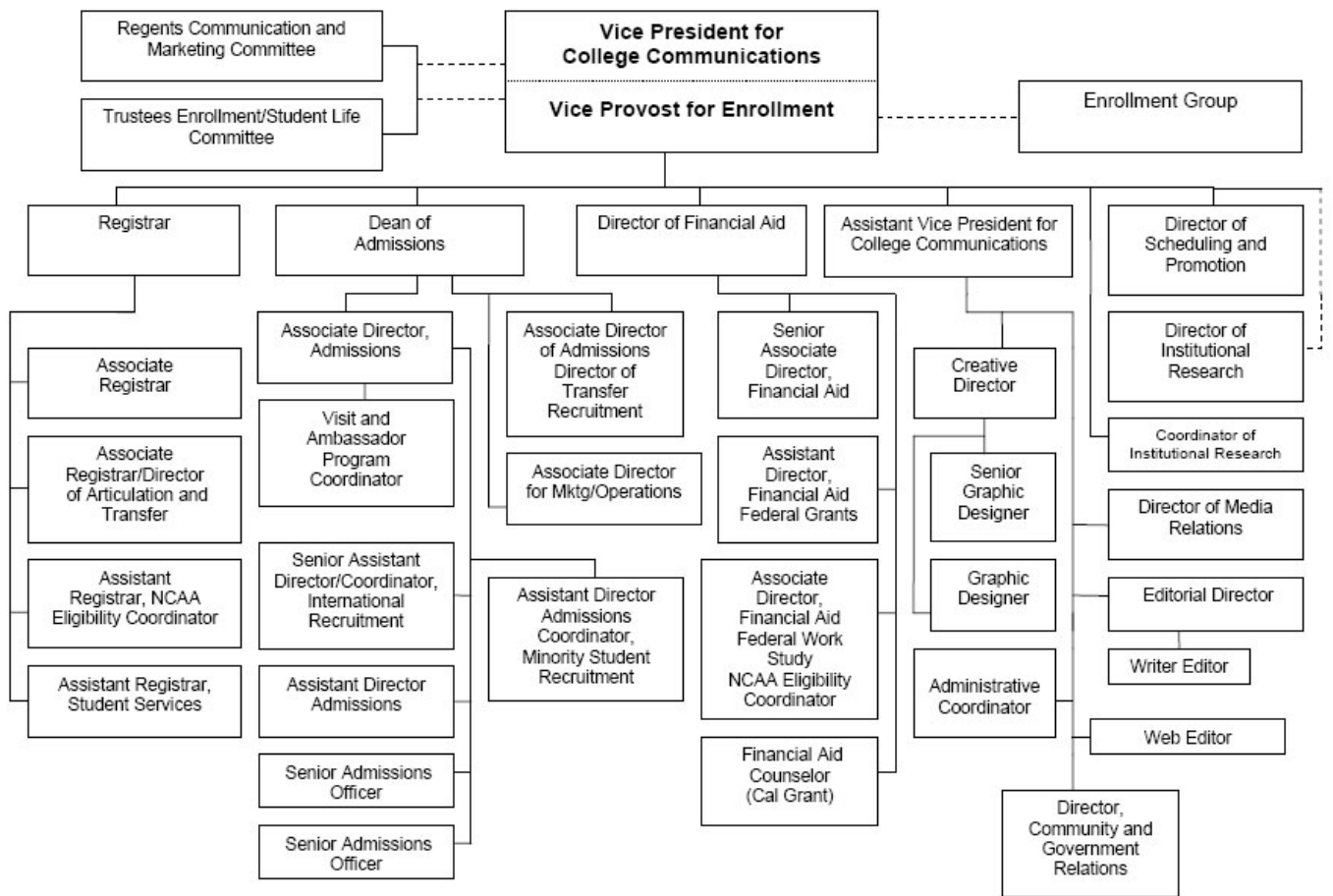
1.5 ORGANIZATIONAL CHARTS  
1.5.5 VICE PRESIDENT FOR DEVELOPMENT



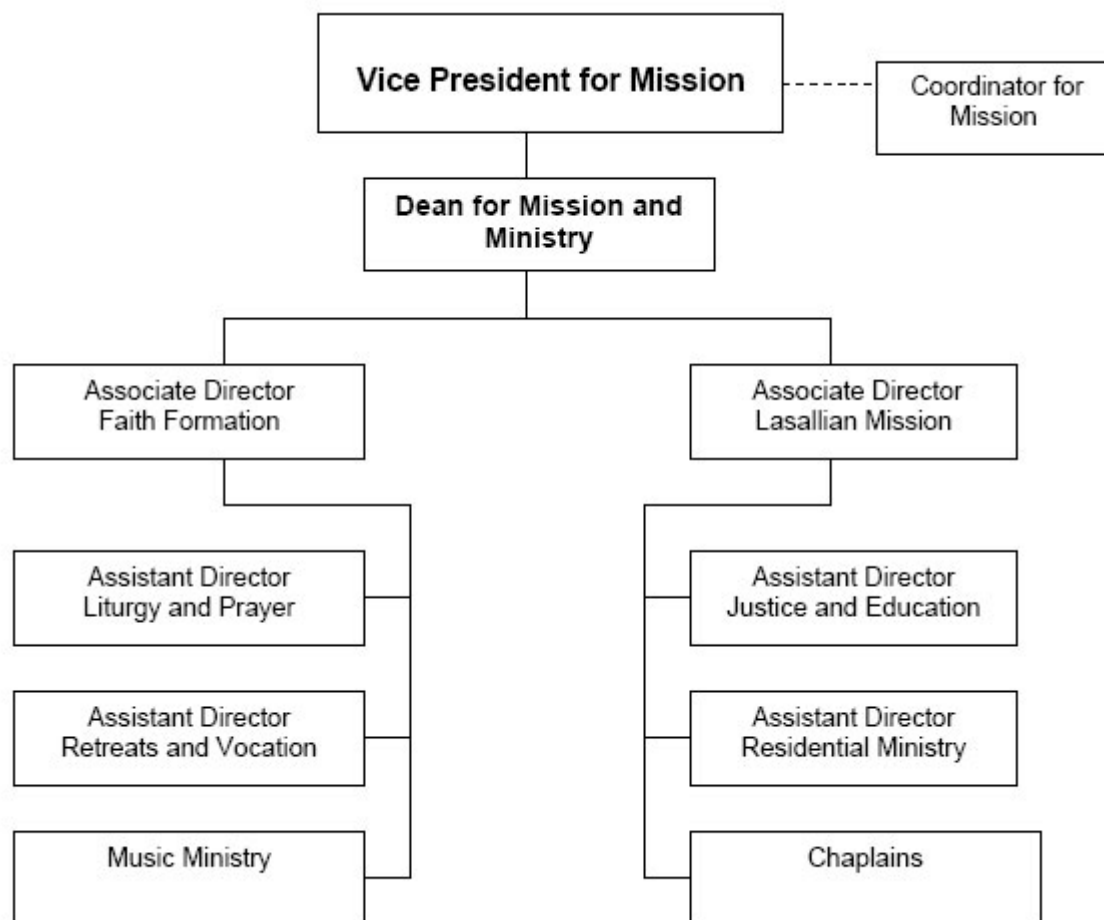
## ORGANIZATIONAL CHARTS

## 1.5.6

VICE PRESIDENT FOR COLLEGE COMMUNICATIONS AND VICE PROVOST FOR ENROLLMENT



1.5 ORGANIZATIONAL CHARTS  
1.5.7 VICE PRESIDENT FOR MISSION



## 1.6

## GOVERNANCE STRUCTURE

Every decision made and action taken by the College attempts to fulfill the Mission and is guided by its spirit. Because that spirit finds its first and primary expression in the relationship between faculty and students, faculty have a particular responsibility to contribute to the effective operations of the College, especially in academic matters. The following section describes the role played by the faculty in the governance of the College.

### 1.6.1

#### SHARED GOVERNANCE

The ideal process for decision-making at the College relies on the foundational principles of Catholic Social Teaching that base all actions on a shared respect for all persons and a mutual commitment to the Common Good. Whenever possible, governance decisions will be the result of appropriate consultation achieving consensus or reasoned compromise. The Board of Trustees has the final authority to approve or disapprove changes to the Faculty Handbook brought to them by the President as provided in Section 1.8. Within the context of this authority, faculty and administrators acknowledge that governance of the College is both the expression and the actual practice of shared decision making in all matters affecting academic quality at the College. These practices will be informed by a mutual commitment to the Principle of Subsidiarity. Faculty and administrators therefore recognize that even where faculty roles in the decision making process is advisory, that the practice of good government requires the following:

1. Timely consultation of the faculty within the Committee system set forth in Faculty Handbook, especially sections 1.6 and 1.7;
2. Timely administrative response to faculty recommendations;
3. Timely access to faculty of all non-confidential records and documents relevant to permit the faculty to carry its responsibilities to give advice on matters under consideration, and
4. Faculty representation selected from faculty recommended by the Senate or its Chair on all significant ad hoc committees and taskforces whose charges involve matters pertaining to academic quality.

Alleged breaches of any of the above four practices related to shared governance at the College are expressly within the grievable issues covered under Section 2.16.1.

#### 1.6.1.1

##### Faculty Elections

The Academic Senate conducts faculty elections to determine:

1. Faculty officers and representatives:
  - Chairperson and Vice Chairperson of the Academic Senate;
  - Faculty Representative to the Alumni Board of Directors.
2. Faculty membership on:
  - Academic Senate
  - Undergraduate Educational Policies Committee
  - Graduate and Professional Studies Educational Policies Committee
  - Program Review Committee
  - Admissions and Academic Regulations Committee
  - Faculty Welfare Committee
  - Grievance Committee
  - Equal Employment Opportunity Compliance Committee



3. Faculty membership on the Rank and Tenure Committee, in coordination with the Provost and the Office of Academic Affairs.

#### 1.6.1.1.1 Nominations

1. A Candidate Information Survey will be distributed and compiled under the direction of the Academic Senate in the spring of each year.
2. The Academic Senate will direct the preparation of a nominating ballot for each office/committee seat based on (1) statutory requirements for eligibility as set forth in the *Faculty Handbook*, (2) expression of willingness on the part of individual faculty members to serve as indicated by the survey<sup>1</sup>, and (3) the current number of elected positions held by individual faculty members.
3. Eligibility: Determined according to (1) office or committee membership specifications as to faculty rank (ranked or tenured) and instructional duties (4/7 or more, or in the case of chairs and directors of graduate or professional studies academic units, whose instructional duties are 2/7 or more), (2) appointment status of a faculty member at the time of election (e.g., status in spring term for membership effective in fall term). Faculty members granted a sabbatical or leave of absence retain their eligibility status for election. However, they are not eligible for nomination for any position whose period of service overlaps the academic year(s) of the leave. Tenured faculty members who have been granted a temporary reduced teaching load shall be considered to hold full-time appointments, for purposes of eligibility to serve on faculty committees.
4. Procedure: Each voter must designate twice as many persons as nominees for an office or membership as will be elected to that office or committee (e.g., two persons must be designated by a voter as nominees for representative). The specified number of persons (e.g., two) receiving the most votes are nominees for the run-off election. Upon being notified of nomination by the Election Committee, a faculty member may decline nomination.

#### 1.6.1.1.2 Balloting

1. Any ballot must be available for nine school days (days on which undergraduate classes are held). Every effort should be made to accommodate the schedules of the various schools so that all faculty will be able to vote before the deadline.
2. Ballots will be made available electronically. Access is regulated via individual passwords newly generated for each election.
3. The ballots will be electronically tabulated at a previously announced time under the supervision of a designated member of the Committee on Committees. Normally this will be done soon after the close of voting.

#### 1.6.1.1.3 Election

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1 Cf. 2.6.1, under Service to the College, concerning exemption from eligibility due to membership on “intensive workload” committees.

From the list of nominees each voter must designate the same number of persons as specified for an office or membership. The specified number of nominees receiving the most votes are elected as members. A faculty member may not decline election.

#### 1.6.1.1.4 Faculty Qualifications for Election

In elections conducted by the Academic Senate the following are criteria for election:

1. In elections conducted by the Academic Senate the following are criteria for election:
  - a. Representatives must be faculty who appear on the Rank and Tenure roster.
  - b. Faculty representing the undergraduate program in their School must teach a majority of their courses in the undergraduate program of that School. Faculty representing the graduate program in their School must have taught at least two graduate courses in the School the previous scholastic year.
  - c. Faculty representing Schools must be elected from their respective Schools. A faculty member may stand for election in one School only. Membership in a School is determined by the departmental appointment. In case of dual appointment or multiple eligibility, the faculty member decides in which School he/she will stand for election.
  - d. Faculty representing a program, undergraduate or graduate, in their School must be elected from the respective program. A faculty member may stand for election in one program in a School only. In case of dual appointment or multiple eligibility, the faculty member decides in which program he/she will stand for election.
2. The following are ineligible to stand for election:
  - a. Presidents, Vice Presidents, Provosts, Vice Provosts, Deans, Associate Deans, Assistant Deans, Presidential Assistants; Faculty whose instructional duties are less than 4/7 at the time of election; chairpersons, directors, etc., and directors of graduate or professional studies academic units whose instructional duties are less than 2/7 at the time of election.

#### 1.6.1.1.5 Voting Rights

1. Elections conducted by the Academic Senate:
  - a. Ranked Faculty. All ranked faculty will automatically receive notice that the election ballot has been electronically posted. They will simultaneously receive individual passwords to be used when casting their ballot. Faculty members may vote in one School only. For school-designated positions, all faculty members must declare on the preference survey which pool of eligibility (graduate or undergraduate and school) for which they qualify, determined by the School where the majority of courses are taught in a given scholastic year.
  - b. Voting eligibility of full-time and part-time non-ranked faculty will be determined by the Dean's office for the school in which those faculty teach. On or before December 1<sup>st</sup> of each year, Deans' offices must submit to the office of the Academic Senate a roster of eligible full-time and part-time non-ranked faculty based on the following criteria: full-time and part-time non-ranked faculty are eligible to vote only when teaching one or more full courses in a given quarter or semester. Non-academic administrators and

coaches who are full-time College employees are considered part-time non-ranked faculty if they teach one full course during the scholastic year of the election. If on December 1<sup>st</sup>, the office of the Academic Senate has not received the voter eligibility roster from a Dean's office, the Senate administrative assistant will request the roster, reminding the Dean's office that the final filing date for the roster is December 15<sup>th</sup>. If any school does not submit a roster by December 15<sup>th</sup>, adjunct or part-time faculty members in that school will NOT have access to the electronic ballot.

#### 1.6.1.1.6 Resignations and Appointments

1. A faculty member wishing to resign from an elected committee must inform the Chair of the Committee on Committees in writing.
2. Should a position in an elected committee, other than the Rank and Tenure Committee and Grievance Committee, become vacant at any time, the Chair of the Committee on Committees shall appoint the runner-up in the election of the vacating member to complete the term. If that runner-up is unable to accept the position, the 2<sup>nd</sup> runner-up, if there is such a person, will be appointed to complete the term. If no runner-up is available, the Chair of the Academic Senate will appoint a replacement for the remainder of the academic year and the position will be placed on the ballot for the next regular spring election.

#### 1.6.1.1.7 Committee Charter and Composition

The Academic Senate can modify the scope of responsibilities, the size of faculty committees and the length of service on faculty committees after the current edition of the Faculty Handbook is published to improve the efficiency and the effectiveness of the role of faculty in the College governance system (see section 1.6.1.2.1.3). Any changes identified by an official Senate action can be made prior to the publication of the next edition of the Faculty Handbook. If faculty elections have been completed for the next academic year, the Senate may not increase the length of service for a faculty member but may reduce the elected term to be served. The chairperson of the Committee on Committees has the responsibility to discuss changes with faculty impacted by Senate actions.

#### 1.6.1.2 The Academic Senate

##### 1.6.1.2.1 Role

1. The Academic Senate is the principal instrument through which the faculty of the College exercises its responsibilities in the governance of the academic life of the College community. The Academic Senate is a faculty body with the specific responsibilities of identifying issues of legitimate faculty concern, especially matters directly and indirectly related to the academic life of the College, and to initiate appropriate actions to address them. In the process of arriving at its decisions, the Senate will keep the President and other appropriate officers of the College informed as issues come forward and will seek their advice, expertise, and recommendations.
2. The Academic Senate reviews, comments on, and suggests changes in initiatives that originate from the administrative officers of the College when sent to it for appropriate faculty review. It takes action on particular matters when requested to do so by the President, the Provost, or other designated College officials.
3. The Academic Senate is responsible for the overall design, functioning, and evaluation of faculty bodies (see section 1.6.1.2.2.3 below). It also advises the President and Provost about

faculty membership on other governing bodies. It defines the proper responsibilities of, coordinates the functions of, and resolves disputes between the committees and other faculty bodies under its jurisdiction.

4. The Academic Senate provides, through its general meetings, a forum at which members of the faculty may express their opinions on matters under consideration or petition for consideration of other issues and, in so doing, help the Senate to exercise its judgment in an informed manner.
5. The Academic Senate, in collaboration with the Provost, may call a Special General Meeting for informal discussion on matters concerning the College community. Some meetings may have an open agenda and others may be planned around broad topics.

#### 1.6.1.2.2 Responsibilities of the Academic Senate and Relationship to the Campus Community:

1. Faculty bodies may respond to, provide information for and/or refer recommendations to the Academic Senate (see Executive Meetings, section 1.6.1.2.9.1, General Meetings, section 1.6.1.2.9.2, and Special General Meetings, section 1.6.1.2.9.3). These reports and recommendations are submitted to the Provost. The Provost will keep the Senate informed of action taken. When the Provost has chosen not to act or to act contrary to the Senate recommendations, the Provost informs the Senate of his/her reasons.
2. From time to time, the Academic Senate will make recommendations to the Provost concerning governance structures at the College. The Provost will review the recommendations and if he/she concurs, he/she will forward these recommendations to the President.
3. The Academic Senate defines the procedures and membership of faculty committees of the College. The Academic Senate has these responsibilities for the following committees: the Academic Senate and its committees, Rank and Tenure Committee, Academic Administrators Evaluation Committee, Grievance Committee, Faculty Welfare Committee, Committee on Committees, Committee on Teaching and Scholarship, the Faculty Bookstore Committee, and Library Committee. (Regarding how changes are approved for the *Faculty Handbook*, see section 1.8.)
4. In consultation with the Academic Senate, the President defines the responsibilities and the procedures for the selection and appointment of the Provost. In consultation with the Senate, the Provost defines procedures for the selection, appointment, and evaluation of the Vice Provost of Academic Affairs and the Deans. The actual appointment of the Vice Provost of Academic Affairs is made by the President, in consultation with the Provost (see section 1.4.2.1).
5. The Academic Senate establishes faculty qualifications for election to office and for voting, and defines the responsibilities and the procedures for faculty selection, appointment, promotion and tenure, sabbaticals, grievance, retirement and separation from the College.
6. The Academic Senate's actions are of two kinds: those for which the Senate has full authority to act, such as faculty committee membership and procedures; those which are sent to the Provost for consultation, approval, or disapproval.
  - a. The Academic Senate's authority to act on its own is defined in sections 1.6.1.1.7, 1.6.1.2.1, 1.6.1.2.1.1, and 1.6.1.2.9.1.3.

- b. Any motion of the Academic Senate regarding academic programs of the College is sent to the Provost for approval, disapproval, or further consideration. The Provost will act within 60 working days. Requests which are forwarded to the Academic Senate by the Provost will be acted upon within 90 school days.

#### 1.6.1.2.3 Faculty Officers

##### 1. Academic Senate Chairperson.

The chairperson presides over the general, special general, and executive meetings (1.6.1.2.9.1) of the Academic Senate. He/she sets the calendar for all meetings and coordinates the agenda for executive meetings. The chairperson assumes office after serving one year as vice chairperson. He/she receives reassigned time from teaching assignments commensurate with the responsibilities of the office.

##### 2. Academic Senate Vice Chairperson

The vice chairperson is elected by the faculty at-large for a three-year term, the second year of which he/she serves as chairperson, and the third year of which he/she serves as past chairperson. He/she serves as chairperson of the Committee on Committee and receives reassigned time from teaching assignments commensurate with the responsibilities of the office.

##### 3. Academic Senate Past Chairperson and Faculty Representative to the Board of Trustees

The past chairperson assumes office the year following service as the chairperson. The past chairperson is a voting member of the Academic Senate on all matters and together with the chairperson and vice chairperson serves as a “faculty officer” of the Academic Senate for the purpose of setting the agendas for general and special general meetings. The past chairperson also serves, by position, as the faculty representative to the Board of Trustees (see section 1.7.9.5)

#### 1.6.1.2.4 Succession

If the chairperson is unable to continue in office, the vice chairperson assumes the office of chairperson. He/she continues as chairperson through the following year, i.e., the year he/she would normally serve as chairperson.

If the vice chairperson cannot assume the office of chairperson upon the latter's completion of his/her term, the Academic Senate shall elect, by majority vote, a chairperson for the upcoming year. Normally, nominations will be made from among the current and former members of the Senate.

If the office of vice chairperson becomes vacant, due to resignation or assumption of the office of chairperson, the Academic Senate shall elect a current or former member of the Senate to serve the remainder of the one-year term as vice chairperson. A regular election shall be held in the spring for the following year's chairperson and vice chairperson.

#### 1.6.1.2.5 Parliamentary

The chairperson shall appoint a parliamentarian from the faculty for a one-year term. The parliamentarian, who shall serve at the pleasure of the chairperson, shall be present at all general and special general meetings of the Academic Senate but shall not have a vote.

#### 1.6.1.2.6 Faculty Governance Coordinator

The Faculty Governance Coordinator takes minutes of general and special general meetings of the Academic Senate and prepares them for posting. The Faculty Governance Coordinator also:

1. Prepares agenda (coordinated by the chairperson), memos, and other materials and distributes them to senators, committee chairs, administrators, faculty members, etc.;
2. Maintains all pertinent records and correspondence of the Senate, including a current file of all faculty members (School, full- or part-time status, eligibility for election, etc.);
3. Assists the Election Committee in the conduct of elections;
4. Performs other duties related to the conduct of Senate business.
5. The Faculty Governance Coordinator is selected by the chairperson with the assistance of the Human Resources office and according to established College procedures. The Faculty Governance Coordinator reports to the chairperson.

#### 1.6.1.2.7 Membership

The Academic Senate consists of 10 elected members, and 1 appointed member, distributed as follows:

- past chairperson (in the year following service as chairperson)
- chairperson (tenured)
- vice chairperson (tenured chairperson elect)
- four tenured faculty members, one each from the Schools of Liberal Arts, Science, Economics and Business Administration, and Education
- two tenured faculty members to be elected at-large from the four schools listed above
- one faculty member on the Rank and Tenure roster who does not have tenure to be elected at-large from the four schools listed above
- one parliamentarian, non-voting, appointed by the chairperson for a one-year term

#### 1.6.1.2.8 Terms of Office

Senators are elected for a two-year term, renewable once consecutively. The terms are staggered so that approximately one-half of the terms end each year.

If a senator needs to be absent for a month or more, he/she shall be temporarily replaced by the runner-up in the most recent Senate election in this senator's School.

Should a senator be unable to complete his/her term, the runner-up in the most recent Senate election for this position shall complete the term. If the runner-up is not able to serve, the chair of the Senate will appoint a replacement. (See section 1.6.1.1.6 Resignations and Appointments)

The parliamentarian may be reappointed for a second one-year term.

#### 1.6.1.2.9 Duties of the Academic Senate

The Academic Senate has five duties:

1. To receive, review, and respond to and/or refer recommendations and reports from the Senate committees, the President, the Provost, the Vice Provost of Academic Affairs, and the Deans of the Schools.

All concerns related to the academic life of the College are within the Academic Senate's purview except:

- a. Recommendations on sabbatical leaves, which are made by the Undergraduate Educational Policies Committee and the Graduate and Professional Studies Educational Policies Committee are forwarded directly to the Provost;
  - b. Selection of undergraduate students for awards at graduation, which is made by the Undergraduate Educational Policies Committee and reported directly to the Dean for Academic Development and the Registrar;
  - c. Rank and tenure decisions, which are made by the Rank and Tenure Committee; and
  - d. Grievances, which are considered by the Grievance Committee.
2. To set the agendas for general and special general meetings.

Items for agendas of general meetings are taken from recommendations, reports and requests for review received from:

- a. The President, the Provost, Vice Provost of Academic Affairs, or the Deans of the Schools.
- b. The committees under 1.6.1.2.2 (3) above.
- c. The Academic Senate itself. Any member of the Senate, with the consent of the majority of the faculty officers (see section 1.6.1.2.3) present at an executive meeting, may place an item on the agenda for the next general meeting.
- d. The faculty. Any faculty member, full- or part-time, may request that an item be placed on the agenda of a general meeting by submitting the request in writing. The Academic Senate will consider placing the item on the general meeting agenda after seeking information from appropriate parties and discussing it in an executive meeting. An agenda item submitted to the Academic Senate with the supporting signatures of ten other faculty members will normally be placed on the agenda of the next general meeting.

In order to avoid jurisdictional disputes and duplication of effort, faculty- and Academic Senate-initiated requests will ordinarily be sent for review to an appropriate committee.

Similarly, recommendations and reports received from committees may be returned for further study. Otherwise, all recommendations, reports and requests will be assigned to one of the two following categories:

- i. The consent agenda.
  - 1) Items identified as "consented to" are those which, in the judgment of the faculty officers of the Academic Senate, require no further discussion by the

Academic Senate or faculty in a general meeting before a recommendation or decision can be made. Such items are judged to be non-controversial, issues which other committees have fully reviewed and to which the Academic Senate can make no further contribution, or issues on which the opinion of the faculty is already known. A two-thirds majority vote of faculty officers is required to place an item on the consent agenda, with the exception of the Undergraduate Educational Policies Committee, Graduate and Professional Studies Educational Policies Committee, and the Admissions and Academic Regulations Committee items for the consent calendar, as explained below. All Academic Senate actions passed on a “consent” basis are announced to the faculty at the next general meeting of the Senate and are directed to the appropriate College officials for further action, if needed.

All items from the Undergraduate Educational Policies Committee (UEPC), Graduate and Professional Studies Educational Policies Committee (GPSEPC), and Admissions and Academic Regulations Committee (AARC) come to the Academic Senate and go on a consent calendar for automatic consent agenda approval, without vote or discussion unless:

- the vote to approve by the UEPC , GPSEPC, or AARC is less than two-thirds;
- the item involves a perceived alteration of or conflict with the College’s Mission;
- the item would have potentially significant campus-wide consequences;
- the item has significant resource or cost consequences that have not been identified and addressed by the UEPC, GPSEPC, or AARC.

Items will remain on the consent agenda unless removed by the Senate at a General Meeting. Any item may be removed from the consent calendar by a motion supported by four Senators. The Academic Senate will then reconsider that item for further action. The consent calendar is prepared and managed by the faculty officers of the Academic Senate.

ii. Items for consideration

Reports and actions from all faculty committees come to the Academic Senate for consideration, except as defined in *(i)* above.

3. To conduct faculty elections.
4. To review at the request of the President cases of alleged unprofessional conduct on the part of a faculty member, except in cases of sexual harassment or sexual misconduct (see section 2.9.2.1).
5. To initiate Academic Senate committees for the purpose of investigating specific problems and issues related to the academic life of the College or concerns of the faculty. The Academic Senate shall exercise due caution to assure that the responsibilities of its committees do not overlap those of other existing committees. Senate committees will normally make recommendations to the Academic Senate at its executive meetings.

1.6.1.2.9.1 Meetings



Academic Senate meetings are of three types: general, special general, and executive. Ordinarily, one general meeting is scheduled every three weeks from August through May.

#### 1. Executive Meetings

The chairperson shall convene a meeting of faculty officers (chairperson, the past chairperson and the current vice-chairperson) at least one week prior to each General Meeting to prepare the agenda for the General Meeting. The time and location of these meetings (Executive Meetings) shall be posted on the Faculty Governance webpage. Senators are invited to be present but are not required to attend these meetings.

##### 1. Quorum

A minimum of two of the three named parties must be present to prepare the agenda.

##### 2. Consent Agenda

A vote of at least two of the three faculty officers and representative is required to place an item on the Consent Agenda for the General Meeting (see section 1.6.1.2.9.2.d.i for policy guidelines).

#### 2. General Meetings

The general meeting of the Senate provides a forum for all faculty members to exchange information and opinions about issues relevant to the academic life of the College or the concerns of the faculty. In addition to the items requiring action by the Senate, concerning which the Senate solicits viewpoints from attending faculty members, the agenda of the general meeting may also include:

1. Informational items in which the Senate grants invited speakers an opportunity to address the faculty at-large;
2. Committee reports;
3. General items of faculty interest, including items not yet ready for action, for which the Senate solicits input from the faculty.

Additions or changes to the agenda can be made only by a two-thirds vote of the Senate on a motion not open for debate.

Among the actions the Senate may take at a general meeting on the recommendations and reports it has received are:

1. To discuss and approve;
2. To discuss and not approve, with an explanation of the reasons for non-approval for all principal parties involved;
3. To approve an alternative or to amend; or

4. To return to a particular council or committee with recommendations for reconsideration.

Normally, the chairperson will open the floor to non-Senate members under each agenda item. The floor will remain open until closed by the chairperson, at which time discussion may be restricted to Senate members. All faculty members, whether full- or part-time, currently teaching, on leave, or emeriti, may speak at any general meeting. Staff and students may speak with the permission of the chairperson.

Only Senate members may introduce and vote on motions. The chairperson may choose to poll the faculty members in attendance before a vote is taken. By a two-thirds vote, the Senate can require that a written poll be submitted to the entire College faculty for its response to an issue.

Substantive motions shall require a roll call vote (see Rules of Procedure of the Academic Senate, section 1.6.1.2.14).

The consent agenda and actions taken at the general meetings are forwarded to the Provost, with copies to the President of the College.

### 3. Special General Meeting

A special general meeting may be called by the chairperson upon request of the President or the Provost, by a petition to call such a meeting signed by three members of the Senate, or upon presentation of a petition signed by ten voting faculty who are not members of the Senate. No special meetings may be called without sufficient time (normally one week) for adequate notice to all faculty members.

#### 1.6.1.2.10

##### The Provost

The Provost may:

1. Approve as presented; or
2. Discuss with the Academic Senate possible revisions, or the intention to disapprove, prior to the final decision; or
3. Disapprove.

At the beginning of each scholastic year, the Provost will submit a report on items pending from the previous academic years, if there are any.

#### 1.6.1.2.11

##### Quorum

The quorum for General and Special General meetings of the Academic Senate is five voting members in addition to the chairperson or vice chairperson. A quorum must be present within 15 minutes of the scheduled time. In the absence of a quorum, the chairperson may decide to proceed with the determination of an agenda for the next general meeting. The Senate may not, however, take any other action requiring a vote.

#### 1.6.1.2.12

##### Attendance

Members of the Academic Senate are expected to attend all general and special general meetings.

1.6.1.2.13 Voice

All faculty members, whether full- or part-time, currently teaching, on leave, or emeriti, may speak at any general meeting. Staff and students may speak with the permission of the chairperson.

1.6.1.2.14 Rules of Procedure

All general and special general meetings of the Academic Senate are governed by Roberts Rules of Order, Revised, as modified in the Rules of Procedure of the Academic Senate at Saint Mary's College. Each member of the Senate shall be provided with a current copy of the Rules of Procedure; additional copies will be available to the faculty through the Senate secretary (Faculty Governance Coordinator). These Rules of Procedure shall be approved at the first General Meeting of each Senate year.

1.6.1.2.15 Business Procedures

1. Additions or changes to the agenda can be made only by a two-thirds vote of the Senate on a non-debatable motion.
2. The procedure for council or committee recommendations or reports to the Senate is the following:
  - a. Councils or committees present to the Senate in writing a signed recommendation or report. A minority report of the committee may be submitted if supported by two voting members of the council or committee.
  - b. The text must be distributed to members of the Senate at least 48 hours prior to the executive meeting at which it will be discussed.
  - c. Any recommendation or report will be considered as a principal motion, seconded by the committee vote, which must be reported.
3. An individual faculty member or group of faculty members wishing to place an item on the agenda of a general meeting must formulate it as specifically as possible and present it to the chairperson of the Senate at least 48 hours prior to the executive meeting at which it will be discussed (see Executive Meetings, section 1.6.1.2.9.1.1).
4. Discussion
  - a. Each faculty member wishing to speak to a particular motion is limited to three minutes. Remaining time may be yielded to another speaker.
  - b. Speakers are called in the order in which they have notified the chairperson of their desire to speak.

1.6.1.2.16 Presidential Response

The President of the College may report to the faculty at a general meeting on areas where consultation is needed or on executive action to be taken. Such an executive report should be included on the agenda.

## 1.7 COMMITTEE STRUCTURE

### 1.7.1 BOARD OF TRUSTEES COMMITTEES

The Standing Committees of the Board of Trustees are:

- Executive Committee
- Academic Affairs Committee
- Advancement Committee
- Finance Committee
- Student Life Committee
- Trustees Committee
- Audit Committee
- Investment Committee

#### 1.7.1.1 Executive Committee

*Duties:* Except as limited by laws, the Executive Committee shall exercise the full power of the Board in the event of emergency or exigent circumstance(s), as determined by a majority of the members of the Executive Committee in consultation with or at the request of the President. Additionally, the Executive Committee shall:

- review and consider the legal position of the Corporation and take any legal action deemed necessary on behalf of and/or in the interest of the Corporation;
- grant honorary degrees;
- approve, implement, and determine appropriate duties for all standing Board committees;
- advise the Chairperson of the Board on timing for the three (3) regular annual meetings;
- perform other such duties as may be delegated to it by the Board of Trustees.

*Membership:* The Executive Committee shall be composed of the following members of the Board of Trustees: the Chairperson of the Board, the Chairperson of each standing committee, the College President, and the Provincial of the San Francisco District of the Brothers of the Christian Schools. The Committee may have staff resources as will be helpful to the Committee as determined by the Chairperson of the Committee.

#### 1.7.1.2 Academic Affairs Committee

*Duties:* The Academic Affairs Committee shall make recommendations to the Board of Trustees about:

- WASC (Western Association of Schools and Colleges) recommendations or those of any other accreditation body which affects College programs;
- substantive changes in the academic policies and educational programs of the College;
- Rank and Tenure, sabbatical leave, or other employment policies for College faculty, including changes in the Faculty Handbook;

- recommendations to the committee from the Board of Regents;
- appropriate candidates for degree conferral.

*Membership:* The Academic Affairs Committee shall consist of Trustee members and other eligible members who are appointed by the Chairperson of the Board of Trustees. The Committee will have the assistance of one or more officers of the College as designated by the Board, in consultation with the President.

#### 1.7.1.3 Advancement Committee

*Duties:* The Advancement Committee shall foster and promote the fund raising operations of the College and make recommendations to the Board of Trustees about:

- the Core Development Volunteer Group for the College;
- advice and counsel on matters pertaining to development, public relations of the College as those relations concern Advancement Committee responsibilities, alumni, etc.
- establishment of an appropriate goal for the Development office and progress toward that goal;
- long-term objectives for the College's Advancement program.

Additionally, within the fund raising policies and priorities recommended by the President of the College and approved by the Board of Trustees, the Advancement Committee shall:

- periodically review the fund raising results, both annual and capital, to assure adherence to fund raising policies and priorities;
- suggest action if fund raising objectives are not met;
- recommend fund raising counsel;
- as appropriate, provide a report to the Finance Committee of the Board of Trustees at scheduled meeting of the Finance Committee and to the full Board of Trustees at least annually.

*Membership:* The Advancement Committee shall consist of Trustee members and other eligible members who are appointed by the Chairperson of the Board of Trustees. The Committee will have the assistance of one or more officers of the College as designated by the Board, in consultation with the President.

#### 1.7.1.4 Finance Committee

*Duties:* The Finance Committee shall review budgets and all other matters relating to the fiscal and general business management of the Corporation with the exception of those matters delegated by the Board of Trustees to the President or to other committees. In particular, the Finance Committee shall make its recommendations to the Board of Trustees about:

- tuition, room and board fees, and other major charges payable by the students attending the College;
- preliminary and final budgets, as well as appropriate long-range financial plans;
- faculty, administrative and staff salary scales and ranges, upon recommendation from the President;
- financial aid allocations;
- plant management and construction issues.

*Membership:* The Committee shall consist of Trustee members and other eligible members who are appointed by the Chairperson of the Board of Trustees. The Committee will have the assistance of one primary staff person, the Vice President for Finance and any other officer of the College as designated by the Board, in consultation with the President. At the request of the Committee or when the College determines supplementary input would benefit the Committee, additional resource staff may be assigned.

#### 1.7.1.5 Student Life Committee

The Student Life Committee shall make recommendations to the Board of Trustees about:

- students' interests in the Board's policy-making activities;
- adequate resources, programs and direction for Student Life Programs;
- student development issues in light of the changing needs of students;
- activities of intercollegiate athletics;
- the College's admissions programs;
- tuition waivers;
- financial aid.

*Membership:* The Student Life Committee shall consist of Trustee members and other eligible members who are appointed by the Chairperson of the Board of Trustees. The Committee will have the assistance of one or more officers of the College as designated by the Board in consultation with the President.

#### 1.7.1.6 Trustees Committee

*Duties:* The Trustees Committee shall make recommendations to the Board of Trustees about:

- the desired Board profile and processes undertaken to ensure that profile is achieved;
- potential candidates for trusteeship;
- orientation and education programs for Trustees concerning ~~to~~ their Board responsibilities;
- self-assessments of the Board on a regular basis;
- presidential review;
- outstanding service and individuals who should be considered for emeritus status;
- governance policies for Trustees' review and approval.

*Membership:* The Committee shall consist of Trustee members who are appointed by the Chairperson of the Board of Trustees. The College President or his designee will serve as Resource Staff to this Committee.

#### 1.7.1.7 Audit Committee

*Duties:* The Audit Committee shall act as the independent supervisor of the Corporation's financial and accounting practices and shall:

- conduct the annual review of the independent audit report of the Corporation by:
  - a) selecting, without further review by the Board of Trustees or any other committee, the independent certified public accountants who shall provide auditing services;
  - b) reviewing the work and effectiveness of the independent auditors;

- c) passing an Audit Committee resolution adopting the annual report.
- recommend action based on the findings of the independent auditors to the internal business and audit staff of the Corporation;
- receive and evaluate recommendations from the Board of Regents of the Corporation within the Audit Committee's area of concern;
- make recommendations of matters within the Audit Committee's area of concern to the Finance Committee; and
- establish an Audit Committee Charter.

*Membership:* The Audit Committee shall consist of at least five (5) members, which shall include: The Finance Committee Chairperson and four (4) other members, at least one of whom, in addition to the Chairperson of the Finance Committee, must be a member of the Finance Committee, and all of whom shall be members of the Board of Trustees, appointed by the Chairperson of the Board. To be eligible to serve on the Audit Committee, the candidate and/or member must hold no salaried position in the Corporation. The Vice President for Finance and, if the Vice President for Finance so desires, an associate(s) of the Vice President for Finance, shall attend Audit Committee meetings if such attendance is requested by the Audit Committee Chairperson, but the Vice President for Finance and his or her associate, if any, shall not vote on any matter.

#### 1.7.1.8 Investment Committee

*Duties:* The Investment Committee shall supervise the Corporation's endowment policies, including but not limited to the Corporation's endowment portfolio(s). Within the framework of the policies, including the established investment objectives, approved by the Board of Trustees, the Investment Committee shall :

- recommend investment objectives;
- retain qualified investment managers;
- monitor investment results to assure compliance with investment objectives;
- take appropriate action if investment objectives are not met; and
- report at least annually to the Board of Trustees.

*Membership:* The Investment Committee shall consist of Trustee members and other eligible members who are appointed by the Chairperson of the Board of Trustees.

### 1.7.2 INSTITUTIONAL COUNCILS AND COMMITTEES

#### 1.7.2.1 President's Cabinet

The President's Cabinet is concerned with the ordinary management of the College and the coordination of all its administrative areas. Members are the President, the Provost, the Vice Presidents, the Vice Provosts, the Executive Assistant to the President, and the General Counsel. Faculty, administrators, students and others participate by invitation or by request. The President's Cabinet meets at the discretion of the President.

#### 1.7.2.2 Equal Employment Opportunity Compliance Committee

*Role:* The Equal Employment Opportunity Compliance Committee is responsible for considering and deciding allegations of harassment (other than sexual) or discrimination on the basis of race, color, religion, national origin, ancestry, age, gender (including allegations regarding Title IX), sexual orientation, marital status, medical condition, or physical or mental disability according to established College policies and procedures. Complaints involving conduct that might constitute sexual harassment should be reported promptly and directly to the Director of Human Resources, who is responsible for investigating all such complaints involving employees (e.g., faculty, administrators, staff) of the College, or visitors to the College (e.g., vendors, contractors, or other guests of the College).

*Membership:*

- Director of Human Resources, chairperson
- two ranked members of the undergraduate faculty, elected at-large by the undergraduate faculty
- one ranked member of the graduate faculty, elected at-large by the graduate faculty
- two members of the College staff, appointed by the Director of Human Resources
- two alternate members of the College staff, appointed by the Director of Human Resources
- College Diversity Coordinator, ex-officio
- two alternate ranked faculty members

The first runners-up to each of the elected positions become the alternate members for that position.

After the election but before the announcement of the results, the chair will share the results of the election with the President to avoid any potential conflict of interest. The President may challenge without prejudice any of those so elected. Anyone so challenged will be replaced by the person elected as runner-up.

The chairperson shall designate one member to serve as chairperson in his/her absence.

*Meetings:* The Equal Employment Opportunity Compliance Committee meets at least once annually to assess equal employment opportunity policies, procedures and progress. Other meetings will be convened by the chairperson to hear any complaints submitted for its consideration.

Terms of membership shall be for two years. One undergraduate faculty member shall be elected every year, and one staff member and alternate shall be appointed every year.

A quorum of members must be present for the Equal Employment Opportunity Compliance Committee to conduct its business. A quorum shall consist of five (5) members or their alternates.

1.7.2.3 Financial Aid Appeals Committee

The Financial Aid Appeals Committee conducts hearings for students who wish to appeal their financial aid. Members are the Associate Director of Financial Aid, who serves as chairperson, and members from the faculty selected by the Director of Financial Aid in consultation with the chairperson of the Committee on Committees.

1.7.3 ACADEMIC AFFAIRS COUNCILS AND COMMITTEES

1.7.3.1 Provost's Council



*Role:* The Provost's Council consults with and advises the Provost on all matters within the Provost's area: Academic Affairs, Enrollment, and Student Life.

*Membership:* The Vice Provost of Academic Affairs, the Vice Provost for Enrollment, and the Vice Provost for Student Life.

The Provost's Council generally meets twice a month, or as called by the Provost.

#### 1.7.3.2 Provost's Academic Council of Deans

*Role:* The Provost's Academic Council of Deans advises the Provost regarding matters pertaining to their various offices and programs, especially regarding long-range planning, budget priorities, and strategic initiatives.

*Membership:*

- Provost, chairperson
- Vice Provost of Academic Affairs
- Dean for Academic Advising and Achievement
- Dean for Academic Resources/Director of the Library
- Dean for Academic Development
- Deans of each of the Academic Schools (SEBA, KSOE, SOLA, SOS)
- Dean for Faculty Development
- Chair of Academic Senate or designee
- Director of Institutional Research

The Provost may augment the committee membership as appropriate.

The Provost's Academic Council of Deans meets twice a month and, in addition, meets jointly with the Campus Deans when the occasion warrants.

#### 1.7.3.3 Campus Deans and Directors Committee

*Role:* The Campus Deans and Directors Committee advises the Vice Provost of Academic Affairs and the Vice Provost for Student Life regarding:

- All traditional undergraduate academic and student life matters (programs, management, requirements, etc.) as requested by the Vice Provosts (e.g., recommendations from various councils, committees, etc.);
- Quality assurance of all traditional undergraduate academic and student life programs and activities.

*Membership:*

- Vice Provost of Academic Affairs and Vice Provost for Student Life, co-chairpersons
- Dean of Admissions
- Dean of Academic Advising and Achievement
- Dean for Academic Development
- Dean for Mission and Ministry
- Dean of the School of Liberal Arts
- Associate Dean of the School of Liberal Arts for Undergraduate Programs
- Dean of the School of Science

- Dean of the School of Economics and Business Administration
- Dean for Academic Resources/Director of the Library
- Associate Dean for Student Life for Residence and Community Life
- Assistant Dean for Student Life for Mission
- Assistant Dean for Student Life for Student Involvement and Leadership
- Director of New Student Programs
- Director of Campus Ministry
- Director of CILSA
- Director of Center for International Programs
- Director of Athletics or representative
- Director of Institutional Research
- Director of College Communications

The Vice Provosts may augment the Council membership as appropriate by inviting other administrators and faculty to participate in a specific meeting.

The Campus Deans Committee ordinarily meets every two weeks. Additional meetings may be called by the co-chairpersons.

#### 1.7.3.4 Graduate and Professional Studies Programs Council (Graduate Council)

*Role:* The Graduate and Professional Studies Programs Council, usually referred to for convenience as the “Graduate Council,” advises the Provost regarding matters pertaining to their various programs, especially regarding long-range planning and strategic initiatives, student services, and budget priorities.

##### *Membership:*

- a chairperson appointed by the Provost
- Provost
- Vice Provost of Academic Affairs, as necessary
- Dean of SEBA
- Associate Dean of SEBA, as necessary
- Director of Graduate Business Programs
- Director of Operations, School of Extended Education
- Dean of KSOE
- Dean of SOLA
- Associate Dean of SOLA for Graduate Programs
- Dean for Academic Development
- Dean for Academic Resources/Director of Library
- Chair of Graduate and Professional Studies Educational Policies Committee

The Provost may augment the Council membership as appropriate by inviting other administrators and faculty to participate in a specific meeting.

The Graduate and Professional Studies Programs Council meets twice a month.

#### 1.7.3.5 Rank and Tenure Committee

*Role:* The Rank and Tenure Committee makes recommendations to the President on tenure and promotion, and makes recommendations to the Provost on reappointment subsequent to interim reviews. (For procedures, see section 2.6.2.2.)

*Membership:*

- one tenured representative each from the School of Liberal Arts, Science, Economics and Business Administration, and Education, elected for a three-year term, one or two elected each year so that the terms are staggered;
- five members-at-large (undergraduate or graduate), elected for three-year staggered terms;
- a chairperson (with vote), elected from the above nine regularly elected members; the chair will retain the representation for which he/she was elected, i.e., School or member-at-large.
- Provost (ex-officio, non-voting)

Each member of the Rank and Tenure Committee receives one reassigned time each academic year of service. This reassigned time should not exempt committee members from honoring teaching commitments to January Term and Collegiate Seminar, as well as advising assignments.

The elections for the members-at-large shall be conducted as follows:

In the nominating balloting, each faculty member nominates up to four people. The final ballot consists of the four faculty receiving the most votes on the nominating ballot. On the electing ballot, each faculty member votes for one. The person receiving the highest number of votes becomes a member-at-large on the Committee.

If any person serving on the Committee (School representative or at-large member) is required to leave the Committee permanently within the first two months of the Committee's sessions, a replacement election must be held.

If any member serving on the Committee (School representative or at-large member) becomes ineligible to serve due to sabbatical or leave of absence, or is to be considered for promotion during a year when that member would have been on the Rank and Tenure Committee, a replacement election must be held.

*Faculty Qualified for Election:*

1. All tenured faculty (i.e., who appear on the Rank and Tenure roster with tenure) whose duties are primarily instructional (i.e., who do not teach less than 55%, or in the case of chairs and directors of graduate or professional studies academic units, whose instructional duties are not less than 2/7) and who have attained the rank of Associate Professor are eligible for membership-at-large.
2. For representatives of a School, to the qualifications in 1 are added: Members must be from the School electing them unless no one from the School is eligible; if a faculty member holds appointment in two Schools, he/she must choose the School of eligibility.
3. Members of the faculty are ineligible for election if they would be on sabbatical leave, or leave of absence, or being considered for promotion during the first year of service.
4. Any faculty member currently serving on the Rank and Tenure Committee is eligible for election as chair of the Committee for the following year. A faculty member is elected chair for a term of one year, and may be re-elected, up to a total of three consecutive terms.

If a member whose term is ending is elected chair, his/her term of service on the Committee will be extended by one year or as long as he/she is elected chair by the Committee. He/she will retain the representation for which he/she was originally elected to the Committee.

*Faculty Who May Vote:*

All faculty who appear on the Rank and Tenure roster may vote for appropriate members as specified:

- a. All may vote to nominate and elect members-at-large;
- b. Only those holding appointment in the School may vote to nominate two candidates for the School representatives (if a faculty member holds appointment in more than one School, he/she must decide in which School voting will take place);
- c. All may vote in the final round to elect the representatives from each of the Schools.

*Election Procedures: Faculty Positions Other Than Chair*

1. After coordinating with the Committee on Committees to ensure that the Rank and Tenure elections conclude before the nominating ballots go out for other annual faculty committee elections, the Office of Academic Affairs commences distribution of ballots in the following election order:
  - a. Representatives of the School;
  - b. Members-at-large;
  - c. Replacement members.
2. Balloting is conducted during one "school week" (five school days in the undergraduate calendar); ballots must be received by the prescribed date and time to be valid.
3. The initial ballot is a nominating ballot and contains the names of all faculty eligible for the position. Two nominations must be made for the ballot to be valid. The two nominees receiving the largest number of votes are placed on the election ballot (in case of a tie, the tied nominees are placed on the ballot). For the member-at-large position four nominations must be made for the ballot to be valid. The four nominees receiving the largest number of votes are placed on the election ballot (in case of a tie, the tied nominees are placed on the ballot).
4. The election ballot contains the names of the nominees. The nominee receiving the largest number of votes is elected.

*Election Procedures: Chairperson*

1. On or before February 1, the current faculty members of the Rank and Tenure Committee meet to hold an election for the position of chair of the Committee for the following academic year. (See 1.7.3.5., *Faculty Qualified for Election*, 4.)
  - a. At that meeting all current faculty members of the Committee who have actively served during that term must be present.

- b. Any current member may be nominated by any other current member of the Committee. A nomination must be declined or accepted at that time.
- c. Nominations are closed when no other eligible members are nominated and accepted.
- d. The faculty members present vote until there is a winner with one vote more than 50% of those cast.

*Duties of the Faculty Chairperson*

- to set the calendar for and agendas of the meetings of the Rank and Tenure Committee;
- to chair the meetings;
- to facilitate the Committee's preparation of letters about faculty under review and sign them;
- to request of the Provost that the appropriate logistical steps be taken by the Office of Academic Affairs so that files are properly prepared, complete, and available for the entire Committee when needed;
- together with the chair of the Academic Senate, to resolve questions concerning the Committee's election procedures, within the guidelines already established by the Academic Senate;
- to be available to the Provost at set times (between May and July) for joint consultation (at the request of the latter) with faculty who have received letters from the Committee.

*Role of the Provost:*

Because the Provost makes his/her own separate recommendation in the Rank and Tenure process, the role of the Provost on the Rank and Tenure Committee is advisory. The Provost's presence as an ex-officio non-voting member is important in order for the Provost to hear faculty deliberations of a case and to be a resource to the Committee.

*Meetings:*

The sessions of the Rank and Tenure Committee are called by the chair of that Committee. They are not open to the public. The President of the College has the privilege to attend meetings without vote.

#### 1.7.3.5.1 Student Rank and Tenure Committee

*Role:* The Student Rank and Tenure Committee is advisory to the Rank and Tenure Committee regarding tenure and promotion of full-time faculty teaching traditional students in undergraduate courses. It is charged with supplying the Rank and Tenure Committee with student questionnaire data on the teaching effectiveness of faculty being considered by that Committee for tenure and promotion as well as making formal written recommendations on these candidates based on this data.

*Membership:*

- chairperson appointed by the Student Body President
- five to six student members appointed by the Student Executive Council

*Meetings:* Meets as often as necessary, depending on the number of personnel to be reviewed.

#### 1.7.3.6

##### Library Committee

*Role:* The Library Committee serves as an advisory resource to the Director of the Library. The chairperson of the Library Committee serves as a liaison between the Director of the Library and the Academic Senate. The chairperson of the Library Committee reports to the Academic Senate on the following issues:

1. Relations between the professional library staff and other segments of the College;
2. Acquisitions and collection development;
3. Budgetary needs;
4. Public services of the library.

*Membership:* The Committee consists of seven members:

- three ranked undergraduate faculty members, one each from the Schools of Liberal Arts, Science, Economics and Business Administration, appointed by the Deans of the respective Schools, in consultation with the chairperson of the Committee on Committees, for two-year renewable terms, appointments to be staggered
- one ranked graduate faculty member, appointed by the chairperson of the Academic Senate, for a two-year term
- one professional librarian, appointed by the Director of the Library, for a two-year term
- one graduate student, appointed by the chairperson of the Graduate and Professional Studies Council
- one undergraduate student, appointed by the Student Body President, ASSMC
- Director of the Library

*Meetings:* The Library Committee meets four times per academic year. Additional meetings may be called by the Academic Senate, the chairperson of the Academic Senate or at the request of a majority of the Committee. The Committee elects its own chairperson from among its sitting faculty members. The chairperson, in consultation with the Director of the Library, prepares the agenda for Committee meetings.

#### 1.7.3.7

##### January Term Committee

*Role:* To recommend to the Vice Provost for Academics guidelines and policies for the January Term; to review proposals for courses offered during that term, including independent study proposals; to supervise catalog publication for each January; to evaluate preregistration results for that term; to recommend policy regarding coordination with other 4-1-4 colleges; to recommend and review other academic activities undertaken in January; to review and evaluate each January Term at its conclusion.

*Membership:*

- Director of the January Term (chairperson)
- four ranked faculty members appointed by the Vice Provost for Academics for three-year (staggered) terms
- one student appointed by the Student Body President

- Dean for Academic Development, ex-officio
- Registrar, ex-officio

#### 1.7.3.8 Committee on Academic Appeals

*Role:* A faculty/student committee which hears appeals from undergraduate students regarding decisions concerning academic regulations and standards affecting them individually. A standing committee, it is convened and chaired by the Dean for Academic Development, at the request of the student:

1. To hear appeals regarding decisions of the Dean of the School or of the Registrar (and approved by the Dean of the School) concerning courses, standards, academic regulations and requirements for graduation;
2. To hear appeals regarding grades given by instructors.

*Membership:* The Committee consists of up to ten members:

- The Dean for Academic Development (ex officio and nonvoting)
- three ranked faculty members appointed by the Chair of the Committee on Committees;
- three ranked alternates (but also including Christian Brothers currently teaching at the College), one each from the Schools of Liberal Arts, Science, and Economics and Business Administration, appointed by the Dean for Academic Development;
- four students appointed by the ASSMC President for one-year, renewable terms and confirmed by the Executive Council of that group.

*Procedures:*

1. When the student expects to appeal a decision by the Dean of his/her School and/or the Registrar, or to appeal a grade given by an instructor (see 1 and 2 above), the student must file a notification to that effect with the Dean for Academic Development within one month from the beginning of the next long term. (For procedures in the case of a charge of academic dishonesty, see Academic Honesty Policy, section 3.1.1.)
2. The student is normally expected first to take his/her appeal to the instructor or administrator involved. If the student is not satisfied with the outcome, he/she should next take the appeal to the department chairperson or to the appropriate academic administrator.
3. If the matter is not resolved in step 2, the student will file a written statement of appeal with the Dean for Academic Development. The Dean will notify the appropriate instructor, department chairperson, and the School Dean that an appeal has been filed.
4. If the student decides not to pursue the appeal, he/she must advise the Dean for Academic Development that the notification and/or statement of appeal be withdrawn.
5. The appeal must be brought to the Committee on Academic Appeals before one long term has elapsed since the term in which the cause for appeal occurred.
6. The Committee will not consider an appeal until and unless all the above avenues of informal resolution have been pursued.

7. The Dean for Academic Development serves as the nonvoting Chair for each appeal hearing. Representatives of the two principals (a faculty member chosen by the student—a Christian Brother on staff may also serve this role—and a ranked faculty member chosen by the other principal, or in the case of an appeal of a decision by the Registrar’s Office, a representative of that office not involved in the original decision) will present to the Committee the respective arguments of the two principals whom they represent. The two principals do not attend the meeting unless requested to do so by the Committee.
8. Minutes of the proceedings will be taken and kept on file in the Office of the Dean for Academic Development. All proceedings and correspondence, and the minutes are confidential and will not be maintained in the student’s permanent academic record.
9. In hearing an appeal, the Committee has authority to:
  - a. set time limits on presentation by representatives of the two principals;
  - b. request written statements from the principals, if necessary;
  - c. determine if the principals are to appear before it;
  - d. consider during its deliberations all documents and any records considered by the initiating instructor or administrator; oral and/or written argument of both principals; additional evidence the Committee deems appropriate.
10. The Committee, upon reaching a majority decision, has the authority in the individual case to instruct the Registrar to waive an academic regulation or requirement, make an exception to an academic standard, or to change a grade.
11. The Dean for Academic Development gives written notification of the Committee’s decisions to the principals.

#### 1.7.3.9

#### International Programs Coordinating Committee

*Role:* The International Programs Coordinating Committee coordinates, develops and recommends policies for all international studies undertaken by students at Saint Mary’s College as well as abroad. The Committee provides leadership in international education, assuring that such activities are pursued in a coherent manner with attention to their being supported with appropriate resources in a fiscally responsible manner.

Activities supported by the Committee include, but are not limited to, the following:

1. Cultivating and attracting international students by
  - a. recommending policies which encourage international students to attend Saint Mary’s College;
  - b. identifying and seeking scholarship funds for such students to study at Saint Mary’s College, in collaboration with the Development office.
2. Encouraging cooperation with the Christian Brothers’ worldwide network by
  - a. attracting graduates of Christian Brothers institutions worldwide to Saint Mary’s College;
  - b. entering into collaborative programs with other Christian Brothers colleges and university.



3. Encouraging an undergraduate and graduate curriculum at Saint Mary's College that prepares students for work and service in an interdependent world by
  - a. encouraging the study of cultures and languages both here and abroad;
  - b. encouraging the clustering of existing courses to create area studies;
  - c. encouraging the introduction of international perspectives in existing courses at the undergraduate and graduate levels.
4. Encouraging faculty, staff, and student exchanges with other institutions internationally by
  - a. hosting visiting Fulbright and Marshall Fellows;
  - b. developing data bases for such exchange opportunities;
  - c. fostering the development of foreign language competence among faculty, staff, and students.
5. Supporting a Programs Abroad Committee which itself encourages students to study in foreign countries by
  - a. recommending policies which encourage appropriate study abroad by students from Saint Mary's College;
  - b. advising the Registrar regarding specific study abroad programs;
  - c. reviewing and approving student requests for study abroad for pre-approval of transfer credits;
  - d. collecting materials from programs abroad which are consistent with Saint Mary's College educational goals;
  - e. evaluating and visiting specific programs.

Members of the Programs Abroad Committee are:

- Director of the Center for International Programs
- Registrar
- four full-time faculty members, two from the School of Liberal Arts, one each from the Schools of Economics and Business Administration, and Science, appointed for three-year staggered terms by the chairperson of the Academic Senate (faculty to have a demonstrated interest in and knowledge about study abroad)

The Programs Abroad Committee elects its own chairperson for a one-year term, renewable.

The Programs Abroad Committee meets a minimum of four times yearly.

*Meetings:* The International Programs Coordinating Committee meets a minimum of four times yearly.

*Membership:*

- Director of the Center for International Programs (chairperson)
- Chairperson of Programs Abroad Committee
- Coordinator of International Recruiting and Admissions
- Director of Graduate Business Programs
- Registrar
- Dean of Academic Advising and Achievement

- Dean of Admissions
- four full-time faculty members appointed one each from the Schools of Liberal Arts, Science, Economics and Business Administration, and Education by the Deans of those Schools for three-year staggered terms, renewable.

The Committee reports to the Vice Provost of Academic Affairs, who may appoint up to two additional members.

#### 1.7.3.10 College Committee on Inclusive Excellence

*Role:* The Committee on Inclusive Excellence will review, recommend, and facilitate the implementation of policies, programs, and practices that advance inclusive excellence at Saint Mary's College.

Primary activities:

1. articulate and promote the educational imperative for inclusive excellence;
2. advise and review the development of institutional, unit, and school diversity and inclusion goals;
3. develop and support strategies that improve the recruitment and retention of underrepresented students, staff, and faculty;
4. sponsor and coordinate opportunities for the development of cultural competence; and,
5. support initiatives that advance the knowledge, practice, and recognition of inclusive excellence.

*Membership:*

- one faculty member from the Committee and the Provost (co-chairs)
- Vice President for College Communications
- Vice President for Mission
- Vice Provost for Student Life
- Chair of Staff Council
- Chair of Academic Senate
- Dean of Students
- Dean of Admissions
- Director of Athletics
- Director of High Potential Program
- Director of Human Resources
- Director of Institutional Research
- Director of Intercultural Center
- Faculty member, School of Economics and Business Administration
- Faculty member, Kalmanovitz School of Education
- Faculty member, School of Liberal Arts
- Faculty member, School of Science
- Graduate and Professional Studies student representative
- Undergraduate student representatives (2)
- Office of Academic Advising and Achievement representative

*Meetings:* The Co-Chairs of the Committee call meetings as needed.

#### 1.7.3.11 Human Research Institutional Review Board

*Role:* The Human Research Institutional Review Board (IRB) meets at least twice a year and regularly notifies the College community at-large concerning the responsibilities of faculty, student or administrative researchers whose projects involve biological and/or behavioral research using human subjects, in order to ensure that the procedures followed safeguard the rights and welfare of research subjects and comply with federal regulations.

The Committee's responsibilities include:

1. The formulation of guidelines and policies which meet federal regulations, incorporate the ethical concerns of the entire Saint Mary's community, and reflect the particular needs of the College researchers. These guidelines and policies are to be approved by the President of the College in consultation with his designee and the College's General Counsel.
2. The provision of information to researchers as to the appropriate means for protecting the rights and welfare of the subject, securing the effective, free, informed consent of the subject, and fulfilling federal, local and Saint Mary's standards regarding human research.
3. The review of all proposals for human research submitted to the Committee by faculty, student or administrative researchers to assure concordance with aforementioned guidelines. The guidelines specify which research is included and which is exempt from the Committee's consideration. These guidelines are available on the College website.

The Committee receives proposals from:

- a. All faculty and administrative staff conducting research involving human subjects, regardless of form, location, or whether or not it is funded. If other institutional review has been made, e.g., by a hospital institutional review board, a copy of that review is to accompany the proposal.
  - b. Students who carry out research projects involving human subjects. Approval of the student's protocol by the faculty member sponsoring and supervising the research is to accompany the proposal to the Committee.
4. The maintenance of adequate records and confidentiality. The preparation of a yearly report to the Dean for Academic Development on the research approved.

*Membership:*

- two ranked faculty members from the School of Science
- one faculty member from the School of Liberal Arts
- one faculty member from the School of Education
- at least one member from off-campus who is not a part of the immediate family of a person who is affiliated with the institution (Code of Federal Regulations 46.107(d)), ex-officio, appointed by the President
- the College's General Counsel, ex-officio, or other designee appointed by the President
- the Dean for Academic Development, ex-officio

The IRB elects its chairperson annually from among its membership. Additional participants may be invited to advise the Committee as needed (e.g. The College's Environmental Health and Safety Manager).

All faculty members of the Committee are ranked faculty appointed by the Deans of their Schools. They are appointed for three-year terms, which must be staggered.

*Meetings:* The IRB meets as frequently as necessary, but at least twice per year.

#### 1.7.3.12 Faculty Development Fund Committee

*Role:* The Faculty Development Fund Committee reviews applications from undergraduate and graduate faculty members for awards from the Faculty Development Fund (see also section 2.10.2).

*Membership:*

- Dean for Faculty Development (chairperson)
- five ranked faculty members, one each from the Schools of Liberal Arts, Science, the undergraduate program of the School of Economics and Business Administration, the Kalmanovitz School of Education, and from the Graduate Business Programs, appointed by the Deans of the Schools.

*Meetings:* The chairperson of the Committee calls meetings monthly to evaluate applications.

#### 1.7.3.13 College Transitions Council

The College Transitions Council will build upon work previously undertaken by the campus Spring Visit Program committee (overseeing the Overnight and Gael for a Day programs) and the Orientation committee. The charge of the Council includes:

- Establishing a campus-wide, collaborative approach to the planning and implementation of programs for new students
- Developing a consistent theme to be carried through spring yield and orientation publications and programs
- Creating a new student handbook for first-year Gaels
- Continuing an emphasis on both the academic life of the College and involvement in co-curricular activities
- Extending coverage of the College's mission and three traditions
- Improving the integration of Orientation session IV, Transfer Orientation and International Student Orientation with Week of Welcome activities

*Membership:*

- Dean for Academic Advising and Achievement (co-chair)
- Senior Admissions Counselor (co-chair)
- Student Intern for Admissions
- Director of New Student Programs (co-chair)
- Student intern for New Student Programs
- Associate Dean of Liberal Arts
- Associate Dean of Student Life for Residence Life
- Assistant Dean of Student Life for Student Involvement
- Assistant Dean of Student Life for Mission and Leadership
- First Year Class President

- Faculty member, appointed by the Vice Provost for Academic Affairs
- Director of Collegiate Seminar
- Director of Parent Relations
- Director of Center for International Programs
- Director of Articulation and Transfer/Associate Registrar
- Assistant Registrar in charge of scheduling

#### 1.7.3.14 Campus Athletic and Recreational Sports Committee

The Campus Athletic and Recreational Sports Committee provides guidance for intercollegiate athletic programs of the College, as well as with the programs for sports clubs, intramural sports, and recreational activities for the general College community. It is the responsibility of the Committee to review matters pertaining to these programs and to offer recommendations to the Director of Athletics, the Provost, and/or to the President of the College.

##### *Membership:*

- Faculty Athletic Representative (appointed by the Provost), chairperson, one-year term
- two faculty members (appointed by the Academic Senate), three-year terms
- two administrator/staff members (appointed by the Provost or designee), three-year terms
- four students (one man and one woman, appointed annually by the ASSMC President from the recreational sports program, and two representing, respectively, intercollegiate men's sports and intercollegiate women's sports, appointed annually by the Student-Athlete Advisory Committee from among its membership), one-year terms
- Director of Athletics
- Associate Director of Athletics for Compliance/Senior Woman Administrator
- Assistant Director of Athletics and Recreational Sports

*Meetings:* Meets at least three times during the academic year.

#### 1.7.3.15 Career Development Center Advisory Board

The Career Development Center Advisory Board provides guidance and direction to the Career Development Center's planning and placement activities.

##### *Membership:*

- Director of Career Development Center
- Associate Director, Career Development Center
- Dean, Student Life
- Alumni Director
- Director, Parent Relations
- Career Counselor
- Experimental Learning Coordinator
- one faculty representative
- one administration representative
- two alumni
- two undergraduate students
- two representatives from the business community
- a Career Placement Director from a local college/university

- a Human Resources recruiter

*Meetings:* Meets at least four times a year.

#### 1.7.4 ACADEMIC SENATE COMMITTEES

##### 1.7.4.1 Grievance Committee

(For Grievance Procedures, see section 2.16.)

The Grievance Committee will be constituted as follows:

*Membership:* The committee consists of twelve members:

- nine tenured undergraduate faculty members, at least four elected at-large each year by the undergraduate faculty, to two-year staggered terms
- three tenured graduate and professional studies faculty members, elected at-large by the graduate and professional studies faculty to two-year staggered terms

Elections of the graduate and professional studies faculty members are so arranged that at least one is elected every year. Vacancies of regular Committee members are filled in the next election and are filled for the amount of term remaining.

Department chairpersons are not eligible to serve on the Grievance Committee. Faculty members who sit, or who sat, in the preceding year, on the Rank and Tenure Committee, are not eligible to serve on the Grievance Committee.

Runners-up to the graduate faculty members elected will serve as alternates to the graduate faculty member, if needed.

A Grievance Committee member may serve on a maximum of two concurrent grievances. In an academic year in which the number of concurrent grievances filed exceeds three, the chairperson of the Academic Senate has the discretionary power to enlarge the Committee from the runners-up from the previous two election years; the Committee is to be enlarged prior to the challenge stage of the grievance proceedings.

For the hearing of each particular case, each party to the grievance can challenge two members. The Committee is then reduced to five by lot, the chairperson to be elected by the Committee.

The chairperson of the Academic Senate will insure that the Committee be operative within five school days from the request for a hearing.

##### 1.7.4.2 Faculty Welfare Committee

*Role:* The Faculty Welfare Committee represents the faculty on appropriate committees by participating in discussion and determination of financial priorities, faculty salaries, and fringe benefits, and by promoting and protecting faculty interest in matters concerning working conditions, such as office space, secretarial assistance, communications, and parking facilities.

The members shall be free to exercise their own individual judgment in above matters as elected and therefore accountable representatives of the faculty.

*Membership:* The committee consists of six members:

- four tenured faculty members elected at-large for staggered, two-year terms
- one ranked non-tenured faculty member elected at-large for a two-year term
- one liaison senator, non-voting, ex-officio

The Committee shall elect its own chairperson for a one-year term.

*Meetings:* The Faculty Welfare Committee meets at appropriate times as scheduled by the chairperson of the Committee. The Faculty Welfare Committee informs the Academic Senate of its proceedings regularly and/or on request.

#### 1.7.4.3 The Committee on Committees

*Role:* The Committee on Committees is a standing committee of the Academic Senate, charged with responsibility for conducting faculty elections (see section 1.6.1.1). The Committee reports regularly through the elections season to the Academic Senate and maintains a year-to-year list of faculty serving in elected positions. The Committee regularly reviews committees' functions and effectiveness and reports on same to the Senate and, when warranted, recommends changes.

*Membership:* The committee consists of five members:

- vice chairperson of the Academic Senate, who serves as chairperson of the committee for one year
- four tenured faculty members, one from each School, elected for two-year, staggered terms

#### 1.7.4.4 Academic Administrators Evaluation Committee

The purpose of the Academic Administrators Evaluation Committee is:

1. to help administrators improve their performance by providing them with assessment information;
2. to assist the College in making informed decisions regarding the retention/release of academic administrators;
3. to identify and communicate to the College the qualities and skills that the faculty think are desirable in academic administrators. To further this purpose, the academic administrators who are being evaluated are strongly encouraged to share *their interpretation* of the evaluation data with the respective relevant faculty body(ies) under his or her jurisdiction.

*Role:* The Committee's role is to design and conduct periodic, systematic, and confidential evaluations of academic administrators including Academic Deans, Vice Provosts, the Provost, and the President in order to assess their performance in matters substantially affecting the academic life of the College. The Committee will verify that Academic Deans obtain appropriate faculty input for evaluations of Associate and Assistant Deans, Department Chairs and Program Directors. The Committee will consult with relevant supervisors to verify that they have obtained appropriate faculty input for the evaluations of non-academic Deans.

*Membership:* The committee consists of six members:

- Four ranked faculty members, one from each School, appointed by the chairperson of the Committee on Committees

- chairperson of the Academic Senate, voting, ex-officio member
- Director of Institutional Research, non-voting ex-officio

The faculty members serve for a term of two years, with terms staggered. The Committee selects its own chairperson.

*Meetings:* The chairperson of the Committee calls meetings at appropriate times.

#### 1.7.4.5

#### Undergraduate Educational Policies Committee

*Role:* The Undergraduate Educational Policies Committee makes recommendations to the Academic Senate regarding undergraduate curriculum and faculty and student evaluations associated with classroom activities. The UEPC is charged with strengthening the understanding of faculty and administrators about the needs of undergraduate programs and also how curricular and other decisions in one academic area have an impact on the College as a whole.

1. The UEPC makes recommendations to the Academic Senate on matters of undergraduate curriculum, especially:
  - a. changes to general undergraduate education requirements or initiation of new ones;
  - b. appropriateness of all credit and non-credit courses proposed for addition to the undergraduate College catalogues except for January Term courses;
  - c. after a review of academic issues, the appropriateness of all proposed undergraduate off-campus programs of study associated with Saint Mary's College, except those in the January Term;
  - d. possible new degree and non-degree programs or majors and minors for undergraduates, or the possible discontinuance of current undergraduate degree and non-degree programs or majors and minors;
  - e. special academic problems, including interdepartmental course offerings and the impact of one department's proposed changes on the other departments or programs;
  - f. changes proposed by Schools, departments, or programs in their degree and non-degree program course offerings that result in a change in general education requirements for undergraduate students.
2. The UEPC creates and disseminates to all faculty guidelines for the development of "experimental course offerings" by departments and Schools. These guidelines include criteria for assessment after at least two and no more than three offerings. All individual course approvals should be based on both the guidelines and the way in which the course serves the overall curriculum of the department or program. The Committee encourages a dialogue and collegial relationship with individual instructors and with departments and programs concerning the planning of curriculum. Individual instructors proposing courses or representatives of departments and programs may request a meeting with this Committee to discuss a proposal under consideration.
3. Together with the Graduate and Professional Studies Educational Policies Committee, meets and reviews faculty sabbatical proposals, according to the guidelines in Sabbatical Leave, section 2.10.1.



4. Together with the Registrar's office, department chairs, academic Deans, and the Dean for Academic Development, oversee the determination of recipients of student academic awards, including selection of the De La Salle Award recipient.

*Membership:* This Committee is composed of twelve members:

- chairperson (tenured undergraduate faculty member)
- vice-chairperson (tenured undergraduate faculty chairperson elect)
- liaison senator (tenured undergraduate faculty member)
- five undergraduate faculty members, one elected from each of the three undergraduate Schools (tenured faculty) and two at-large (tenured faculty)
- Director of Collegiate Seminar
- Director of January Term
- Library representative
- 2+2 Nursing representative

The chairperson of this committee has the authority to invite other members of the Saint Mary's College community (students, faculty, academic and non-academic administrators, etc.) to participate in Committee deliberations or other work, for as long as needed.

The vice-chairperson is elected at-large in alternate years for a two-year term serving as chairperson in the second year. The faculty serving in these roles are elected from the tenured undergraduate roster and must satisfy the Qualifications for Election (see section 1.6.1.1.4). The chairperson receives reassigned time from teaching assignments commensurate with the responsibilities of the office.

*Meetings:* This Committee meets every three weeks or as needed during the academic year. It is the responsibility of the committee to do their work in a timely fashion so that matters can be brought forward for the regularly scheduled meetings of the Academic Senate.

#### 1.7.4.6

#### Graduate and Professional Studies Educational Policies Committee

*Role:* The Graduate Educational Policies Committee makes recommendations to the Academic Senate regarding graduate and professional studies programs admission and matriculation policies and regulations, curriculum, faculty and student evaluations associated with classroom activities. The GPSEPC is charged with strengthening the understanding of faculty and administrators about the needs of graduate and professional studies programs and also how decisions in one area have an impact on the College as a whole.

1. The GPSEPC makes recommendations to the Academic Senate on matters of graduate and professional studies curriculum, especially:
  - a. academic integrity of new programs;
  - b. discontinuance of current programs;
  - c. special academic problems, such as the proper role of technology in providing academic programming (distance learning, etc.) or the impact of one program's proposed changes on the other departments or programs;
  - d. how graduate and professional studies programs relate to the stated Mission of the College and its three traditions.

2. Together with the Undergraduate Educational Policies Committee, meet and review faculty sabbatical proposals, according to the guidelines in Sabbatical Leave, section 2.10.1.
3. Work to identify the unique educational aspects of graduate and professional studies education at Saint Mary's College and to increase faculty understanding of them, especially in the context of shared educational goals (as expressed in the Mission statement) that define both undergraduate and graduate and professional studies education at the College.
4. Attend to the distinctive needs of graduate and professional studies students.
5. Convene meetings of the chairs and program directors of all graduate and professional studies programs, college-wide, to advise the Committee and to aid in its work as needed.

*Membership:* This Committee is composed of four voting and two ex-officio members:

- three graduate and professional studies faculty members (tenured), one elected from the tenured graduate and professional studies faculty of each of the Schools with graduate and professional studies programs—Education, Liberal Arts, and Economics & Business Administration to serve two-year staggered terms (the faculty serving in these roles must satisfy the Qualifications for Election—see section 1.6.1.1.4)
- liaison senator from the Kalmanovitz School of Education (tenured faculty) serving a one-year term, ex-officio
- Library representative, ex-officio
- the chairperson, who is elected at large from among the tenured graduate and professional studies faculty of the College, or, when circumstances require, appointed by the chairperson of the Academic Senate to serve a one-year term.

The chairperson of this Committee has the authority to invite other members of the Saint Mary's College community (students, faculty, academic and non-academic administrators, etc.) to participate in Committee deliberations or other work for as long as needed.

*Meetings:* This Committee meets every three weeks or as needed during the academic year. It is the responsibility of the committee to do their work in a timely fashion so that matters can be brought forward for the regularly scheduled meetings of the Academic Senate.

#### 1.7.4.7 Program Review Committee

*Role:*

1. Create clear guidelines regarding content and form for a systematic review of all undergraduate, graduate and professional studies degree and non-degree programs on a five-year, rotating basis.
2. Administer that review process following these steps:
  - a. the Committee notifies each department and program of the entire five-year schedule, sending a special notice to individual programs and departments one calendar year in advance of the specified review date;
  - b. departments and programs are responsible for preparing a self-assessment, responding specifically to the guidelines created by the Committee;

- c. this self-assessment is submitted to the Dean of the appropriate School who reviews it and sends it forward with his/her own brief written evaluation to this committee by the requested deadline;
- d. the Committee prepares a complete written review, requesting additional information where needed, and after reporting its work to the Academic Senate, sends it to the department or program under review, the Dean of the appropriate School, the Provost, and if it is a traditional undergraduate program, to the Vice Provost of Academic Affairs. (Following this step in the process, the Provost/Vice Provost, as appropriate, will arrange a meeting with the department or program, the appropriate Dean, and the chair of the Committee in order to respond to the review);
- e. administrative issues, particularly budgetary, will be responded to by the Dean or the Provost/Vice Provost within twelve months of reception of the review;
- f. subsequent self-assessments by the department or program must respond substantively to the previous review by the Committee and address the comments of the Dean and the Provost/Vice Provost;
- g. departments or programs that fail to submit a review as scheduled or submit an inadequate review may be censured by the Academic Senate at the request of this Committee, and by order of the Academic Senate, all UEPC or GPSEPC actions concerning that department or program may be suspended until such time as the review is submitted and accepted as satisfactory.

*Membership:* This Committee is composed of seven members:

- three tenured undergraduate faculty, elected one each from the undergraduate Schools
- two tenured graduate and professional studies faculty, one elected from the Kalmanovitz School of Education and one elected at large from the graduate and professional studies faculty of the College
- a liaison senator
- a Library representative, ex-officio

The committee selects a chairperson from the current elected membership (excluding the Senate liaison), or requests that the chairperson of the Academic Senate appoint one of them as chairperson. The chairperson receives reassigned time from teaching assignments commensurate with the responsibilities of the office.

The elected faculty members of the Committee serve two-year staggered terms; they are elected from the tenured roster and must satisfy the Qualifications for Election (see section 1.6.1.1.4).

The chairperson of this Committee has the authority to invite other members of the Saint Mary's College community (students, faculty, academic and non-academic administrators, etc.) to participate in Committee deliberations or other work for as long as needed.

*Meetings:* This Committee meets every three weeks or as needed during the academic year. It is the responsibility of the committee to do their work in a timely fashion so that matters can be brought forward for the regularly scheduled meetings of the Academic Senate.

*Role:*

1. After investigations and review, make recommendations to the Academic Senate concerning:
  - a. goals, policies and standards, and processes for recruitment of students, admissions, and financial aid;
  - b. factors that affect admissions yield and retention, such as financial aid, housing, marketing, honors-at-entrance and other special programs, transfer articulation, new student, pre-college orientation programs;
  - c. academic regulations (academic credit, grading standards, appropriate number of class hours for courses and laboratories, student academic honesty policy, academic probation and disqualification, and graduation requirements for all undergraduate and graduate and professional studies programs;
  - d. the Undergraduate Educational Policies Committee and the Graduate and Professional Studies Educational Policies Committees share responsibility with the Admissions and Academic Regulations Committee regarding graduation requirements for the respective constituencies, and all three should work together on particular issues before making their individual recommendations to the Academic Senate;
  - e. standards and evaluation processes for both faculty and students in connection with academic classes.

With regard to student academic awards, this Committee will seek to resolve disputes concerning the process or criteria for determining award recipients, when they arise between departments, programs, and/or Schools, and the Undergraduate Educational Policies Committee.

*Membership:* This Committee consists of five members:

- Three tenured faculty members elected by School from each of the undergraduate Schools—Economics & Business Administration, Liberal Arts, and Science
- One ranked faculty member elected at large
- The vice-chairperson of the Academic Senate serves as liaison senator on this committee

The elected faculty members of the Committee serve two-year staggered terms; they are elected from the tenured roster and must satisfy the Qualifications for Election (see section 1.6.1.1.4).

The chair of the committee is selected from the current membership, excluding the liaison senator, for a one-year term.

The chairperson of this Committee has the authority to invite other members of the Saint Mary's College community (students, academic and non-academic administrators, etc.) to participate in Committee deliberations or other work as needed.

*Meetings:* This Committee meets every three weeks or as needed during the academic year. It is the responsibility of the committee to do their work in a timely fashion so that matters can be brought forward for the regularly scheduled meetings of the Academic Senate.

#### 1.7.4.9 Faculty Committee on the Bookstore

*Role:* The Faculty Committee on the Bookstore represents the faculty in dealings with both the administration and the Bookstore management in regard to all Bookstore matters. The Committee reports to the Academic Senate.

*Membership:* The committee consists of four members:

- Four faculty members appointed by the chairperson of the Committee on Committees, the choice of members to be as representative as possible. The members serve terms of two years, with terms staggered. The Committee selects its own chairperson.

*Meetings:* The chairperson of the Committee calls meetings at appropriate times (for example, to review faculty requests and recommendations concerning the Bookstore).

#### 1.7.4.10 Committee on Teaching and Scholarship

*Role:* The Committee on Teaching and Scholarship serves as an advisory group to the Dean for Faculty Development in maintaining a faculty development program that endeavors to be responsive to the needs of the faculty. Members of the Committee contribute ideas regarding faculty development, the improvement of teaching and learning, and scholarly activities, and collaborate with the Dean in presenting faculty development events (e.g., lead discussion groups, facilitate workshops or engage in other activities that draw on an individual Committee member's expertise and interest).

*Membership:*

- Dean for Mission, chairperson
- Four ranked faculty members, one elected from each School (two-year, staggered terms)
- Three ranked faculty members (one-year, renewable terms) appointed by the Dean for Mission in consultation with the chairperson of the Committee on Committees.

*Meetings:* The Committee meets monthly throughout the academic year. Additional meetings may be called by the chair as needed.

### 1.7.5 STUDENT LIFE COMMITTEES

#### 1.7.5.1 Disciplinary Hearing Board

*Role:*

The Disciplinary Hearing Board recommends solutions or sanctions to the Dean of Student Life for matters referred to it concerning individual student and student organization disciplinary situations involving alleged violations of the Statement of Community Standards, the Student Code of Conduct, and College policies. Members of the Disciplinary Hearing Board participate in orientation and training sessions as provided and requested by the Associate Dean of Student Life. As disciplinary matters often require expedient resolution on a case-by-case basis, the chair of Disciplinary Hearing Board selects up to two of the student, faculty and administrator members to hear a particular referred case.

*Membership:*

- Associate Dean of Student Life, facilitator

- four students, appointed by the President of ASSMC, in consultation with the Assistant Dean of Student Life for Student Involvement
- four faculty, appointed by the chairperson, Academic Senate
- four administrators, appointed by the Vice Provost, Student Life

*Meetings:* The Disciplinary Hearing Board meets on an as needed basis as determined by the Associate Dean of Student Life.

#### 1.7.5.2 Residence Life Advisory Board

*Role:*

The Residence Life Advisory Board advises the Assistant Dean of Student Life for Housing and Residence Life on matters pertaining to residential living.

*Membership:*

- Assistant Dean of Student Life for Housing and Residence Life
- Assistant Director of Residence Life
- Assistant Dean of Student Life for Student Involvement
- Assistant Director of Athletics for Recreational Sports and Intramurals
- two faculty appointed by chair, Academic Senate
- two members of Residence Life staff appointed by Assistant Dean of Student Life for Student Involvement
- three students elected by resident students

*Meetings:* Meets at least twice a year.

#### 1.7.5.3 Student Health Committee

*Role:*

The Student Health Committee advises the Health Services staff and the Vice Provost for Student Life on matters pertaining to student health services and issues, and coordinates an annual event that addresses student health concerns.

*Membership:*

- Dean, Student Life (chairperson)
- Director, Counseling Center
- Assistant Director of Athletics for Recreational Sports and Intramurals
- Director, Women's Resource Center
- one Athletic Trainer
- College physician
- two faculty members appointed by chair, Academic Senate
- three students (one of whom must be a Resident Advisor) appointed by the President of ASSMC

*Meetings:* Meets at least twice a year.

#### 1.7.5.4 Alcohol and Other Drugs Committee

*Role:*

The AOD Committee's purpose is to support the legal and responsible use of alcohol while reducing the high-risk behaviors and negative consequences associated with the use of alcohol and other drugs. The committee's activities include:

1. Promotes forums for campus dialogue and educational opportunities concerning alcohol as well as illicit and illegal drugs;
2. Reviews the College's policies, procedures and practices regarding alcohol and other drugs; and
3. Conducts the biennial review of the College's drug prevention program (in compliance with the Drug-Free Schools and Communities Act Amendments of 1989).

Reports to the Vice Provost for Student Life.

*Membership:*

- Vice Provost of Academic Affairs and Vice Provost for Student Life, co-chairpersons
- 3 appointed students (one appointed by the ASSMC President for a one academic year term, one appointed by the Assistant Dean of Student Life for Student Involvement for a two academic year term, and one student appointed by the Dean of Student Life for a two academic year term)
- 2 appointed faculty (appointed by the Academic Senate Chair, one for a one-year term and one for a two-year term)
- 4 appointed staff (one appointed by the Dean of Student Life, one appointed by the Assistant Dean of Student Life for Student Involvement, one appointed by the Director of Human Resources, one appointed by the Director of Athletics)
- 2 staff by-right-of position (Director of the Alumni Office, Health Educator from the Health and Wellness Center)

*Meetings:* Meets at least once per term.

1.7.6 FINANCE COMMITTEES

1.7.6.1 Budget Committee

*Role:*

The Budget Committee advises the President on budget policy and financial planning for the campus community and in these capacities will:

- Develop and recommend annually a five-year budget assumption model including tuition, room, board, and other revenue and expense increases or reductions for approval by the President and the Board of Trustees. The model should recommend institutional funding priorities and budgetary guidelines consistent with the overall institutional plans.
- Make recommendations regarding the College's budgetary processes.
- Monitor budget performance and review business plans of existing and new units/programs.

The Budget Committee follows these guidelines in its work:

- To allocate resources in the best interest of the institution as determined by the College planning process.
- To reward and encourage excellent programs and new initiatives within or between units.
- To uphold and support units that make a special contribution to the College's mission.

Each member of the Budget Committee has a continuing, individual charge to serve as the steward of the campus community as a whole and to avoid behaving as a partisan advocate.

*Membership:*

- President of the College
- President's Cabinet (excluding General Counsel)
- Director of Human Resources
- Academic Deans (one appointed by Provost and one elected by Council of Deans)
- Academic Senate Chair
- Faculty Welfare Committee Chair
- Staff Council Immediate Past Chair
- Director of Athletics
- Financial Aid Director
- Director of Finance/Controller

The Assistant Controller and Budget Officer shall provide administrative support for the Budget Committee.

*Meetings:* Twice a month from September through December and as called additionally by the Vice President for Finance.

1.7.6.2

Technology Advisory Committee

*Role:*

The Technology Advisory Committee (TAC) is charged by the President of the College to review and/or formulate academic and administrative technology policies and procedures and to make recommendations for consideration by the Budget Committee, Cabinet, and President. TAC is also charged with the following responsibilities:

- facilitate the development of a strategic plan for technology, annual technology action plans, annual technology assessments, and revisions in the College's strategic plans as they relate to technology;
- solicit input from the campus community to assess the effectiveness of technology planning and to inform subsequent technology planning processes;
- solicit departmental technology plans and related technology requests;
- recommend prioritization of funding requests and appropriations for technology as they relate to annual action plans and the College's strategic plans;
- survey "best practices" in technology use and implementation at other colleges and universities to inform recommendations for technology at the College;
- keep the campus community informed about technology issues, trends, and plans;
- advocate the use of technology as a vehicle for advancing the College's mission and strategic plans.

TAC may also convene ad hoc task forces to gather information and develop recommendations on specific issues. Membership on task forces may be drawn from members of the campus community who are not members of TAC.

*Membership:*

- Provost, chairperson
- Vice President for Finance, vice-chair
- Vice President for Development or designee



- Vice President for College Communication or designee
- Vice Provost for Student Life or designee
- Chief Technology Officer
- Dean for Academic Resources
- Registrar
- one faculty representative from each School
- a representative from the Academic Senate

The Chief Technology Officer and/or designee supports the TAC. Members of the campus community may attend TAC meetings by invitation to provide additional support and input.

### 1.7.6.3

#### Campus Facilities Planning Committee

##### *Role:*

The Campus Facilities Planning Committee, which is advisory to the President, provides the means for institutional facilities planning through the review of plans and standards for the physical development of the campus.

The Campus Facilities Planning Committee advises the President on the physical development of the campus and in this capacity will:

- Review and make recommendations on amendments to the approved campus master plan.
- Review and make recommendations on all other plans, policies, and standards that impact the development of the campus.
- Review and make recommendations regarding the application and impact of approved plans, policies, and standards on all proposed major campus facility projects.
- Perform other advisory functions as requested by the President.

The Campus Facilities Planning Committee follows these guidelines in its work:

- To make recommendations regarding plans, policies, and standards for the development of the campus that reflect and honor the College's mission and traditions.
- To make recommendations for the best use of the physical resources of the campus that further the strategic initiatives of the College.
- To make recommendations for the best use of the physical resources of the campus that preserve or enhance the College's existing architectural aesthetic.
- To make recommendations regarding the orderly, efficient, and attractive physical development of the campus giving particular attention to financial, functional, aesthetic, and sustainable considerations.

Each member of the Campus Facilities Planning Committee has a continuing, individual charge to serve as the steward of the campus community as a whole and to avoid behaving as a partisan advocate.

##### *Membership:*

- Associate Dean for Residence and Community Life
- Associated Students of Saint Mary's College Representative
- Chair Elect of Staff Council
- Chair of Academic Senate or Designee
- Chief Technology Officer or Designee
- Christian Brother Representative

- Council of Deans Representative
- Director of Architecture and Construction
- Director of Athletics or Designee
- Director for Finance/Controller
- Director of Public Safety
- Executive Director of the Physical Plant
- Faculty Welfare Committee Representative
- Vice President for Development or Designee
- Vice President for Finance, Committee Chair
- Vice Provost for Enrollment and Vice President for Communications or Designee
- Vice Provost for Undergraduate Academic Affairs or Designee

The Director of Architecture and Construction shall provide administrative support for the Campus Facilities Planning Committee.

#### 1.7.7 DEVELOPMENT COMMITTEES

##### 1.7.7.1 Development Committees

Depending on the nature of the plans for development of the College, the Vice President for Development is advised by committees of the Trustees, Regents, alumni, faculty, administrators and students interested in the specific projects at hand. Included are such committees as the Regents' Development Committee, the Regent advisory committees to the various Schools and departments of the College, and the Alumni Board of Directors.

#### 1.7.8 ENROLLMENT COMMITTEES

##### 1.7.8.1 Enrollment Group

The Enrollment Group brings together College department managers and staff leaders who play important roles in the recruitment, admission, enrollment and retention processes. As a working group of department leaders, it seeks to ensure that the efforts of the various areas are coordinated and cohesive for the benefit of the students.

##### *Membership:*

- Vice Provost for Enrollment (chairperson)
- Dean for Student Life
- Dean of Academic Advising and Achievement
- Dean of Admissions
- Dean for Academic Development
- Director of Financial Aid
- Director of Articulation and Transfer/Associate Registrar
- Assistant Dean of Student Life for Residence Life
- Registrar
- Controller
- Assistant Controller
- Associate Director of Athletics for Compliance/Senior Woman Administrator
- Coordinator, International Recruitment and Admissions

1.7.9 MISCELLANEOUS COMMITTEES AND FACULTY REPRESENTATIVES

1.7.9.1 Committee for Lectures, Art and Music (CLAM)

*Role:* The Committee for Lectures, Art and Music schedules events for each academic year designed to enrich and broaden the cultural environment of Saint Mary's College and to appeal to the community surrounding the campus; allocates funds within the budget provided; coordinates publicity, facilities and staffing for events; evaluates the effectiveness and costs of the events.

*Membership:* Chairperson (appointed by the President of the College) and four part-time staff persons: managing director, events coordinator, technical director, administrative assistant.

The Committee welcomes suggestions for events which reflect the goals of the College and high artistic standards. Faculty, staff and students of the College are admitted to all events at a reduced cost (approximately 50% of regular ticket prices). Faculty and staff may purchase one additional ticket for each event at the discounted rate.

1.7.9.2 Hearst Art Gallery Advisory Board

The Hearst Art Gallery Advisory Board provides the Director of the Hearst Art Gallery with advice and assistance in policy formation, collection development, exhibition planning, budgeting, fundraising, and public relations. Members include one representative each from the Art Department faculty, the Development Office, the Academic Senate, the ASSMC Senate, the Alumni Association, the Christian Brothers, and three Regents and other such members as are appointed by the Director of the Gallery, the total Board membership to be no less than 11, nor more than 25. The chairperson of the Board is appointed by the Gallery Director. The Board meets four times yearly.

1.7.9.3 Joint Committee of Associated Students of Saint Mary's College (ASSMC), Staff Council, and the Academic Senate

*Role:* The Joint Committee of ASSMC, Staff Council, and the Academic Senate shares information about the work of the three bodies and explores common concerns. Liaison members report regularly to their respective committees on the substance of joint committee discussions and the work of the other bodies, and propose any resolutions on the common concerns of the groups as seem warranted by their discussions.

*Meetings:* Meets at least twice a semester

*Membership:* Three students appointed by ASSMC president, three staff members appointed by the Staff Council chair, and three faculty members appointed by the Senate chair.

1.7.9.4 Faculty Handbook Review Committee

*Role:* The *Faculty Handbook* Review Committee meets as often as needed to prepare publication of the *Faculty Handbook* (see Revision Procedures for the *Faculty Handbook*, section 1.8).

*Membership:*

- Dean for Academic Development (chairperson)
- Provost
- Chairperson, Academic Senate

- Director for Human Resources
- General Counsel
- President

The chairperson of the Academic Senate may invite Senators or faculty representatives who have authored changes to the *Faculty Handbook* to a meeting of the Review Committee during times when the relevant section(s) will be discussed.

#### 1.7.9.5 Faculty Representative to the Board of Trustees

The Faculty Representative to the Board of Trustees serves as a liaison between the faculty and the Board of Trustees. The representative is expected to report the action and expressed attitude of the Board to the Academic Senate after each meeting of the Board of Trustees, and to report the interests and concerns of the Academic Senate and the faculty to the Board of Trustees as occasion, interest, or propriety require. The representative has voice but no vote, and is expected to respect those matters designated as confidential by the Chairperson of the Board.

During the third year of his/her term, the elected past chair of the Academic Senate serves as the Faculty Representative to the Board of Trustees. In extraordinary cases, the current chair of the Academic Senate may appoint a substitute to take the place of the Faculty Representative to the Board of Trustees.

#### 1.7.9.6 Faculty Representative to the Alumni Board of Directors

The Faculty Representative to the Alumni Board of Directors serves as liaison between the Academic Senate and the Alumni Board of Directors. The representative is expected to report the action and expressed attitude of the Alumni Board of Directors to the Academic Senate, and to report the interests and concerns of the faculty to the Alumni Board of Directors, as occasion, interest, or propriety require. The representative has voice but no vote.

The representative is a member of the Alumni Faculty Relations Committee and advises the Committee on the types of activities designed to promote interaction between the faculty and the alumni, and a member of the Faculty Fellowship Fund Review Committee which selects the annual Faculty Fellowship Fund recipient. The representative is encouraged to attend the four Alumni Board of Directors yearly meetings, the annual workshop, and all meetings of the Alumni Faculty Relations Committee.

The representative is elected by the faculty for a two-year term.

## 1.8 **REVISION PROCESS OF THE *FACULTY HANDBOOK***

The content of the *Faculty Handbook* is of three categories:

- a. descriptive and informational material, such as hours of operation for health services or duplicating services, directions for use of the telephone system, descriptions of facilities in the library, etc.;
- b. definitions and procedures that have the force of creating or changing policies, such as sabbatical or rank and tenure procedures, rather than merely describing them; and

- c. material that combines the two functions (a. and b.), such as charts describing institutional organization or committee structure and reporting.

The revision process has three types of procedures:

1. Material in Category (a) is routinely collected and updated by the Dean for Academic Development for each revision of the *Handbook*. When in doubt about the nature of the material, the Dean should consult with the chair of the Academic Senate and the Provost (and, when appropriate, the President), as prescribed in procedure 3, below, before proceeding to revise that section. Changes to material in Category (a) can occur and revised pages can be posted to the website or circulated to faculty to update their *Handbooks* at any time.
2. Material proposed by the Senate requires the approval of the Provost; material proposed by the administration and/or the Provost requires consultation with the Academic Senate. Changes or additions to material in Category (b) that have been approved by the Academic Senate and the Provost are collected through the academic year by the Dean for Academic Development. On or about February 20 of each year, the Dean for Academic Development distributes to members of the *Faculty Handbook* Review Committee all changes or additions to be considered by that Committee. During the first two weeks of March in each academic year, changes to material in Category (b) are reviewed by the Committee. Academic Senate members or faculty representatives who authored changes may be invited to be present during discussion of the section(s) in which they were involved. Changes agreed upon by the Committee are presented to the President for his approval in consultation with the Board of Trustees each year at its May meeting. Changes not agreed upon are returned to the appropriate Senate or faculty representative, or administrator for revision.
3. Any material in Category (c) must be reviewed by the chair of the Senate, the Dean for Academic Development, the Provost, and the President. If all four agree on the nature of the material, it will be treated according to procedure 1 or 2 as jointly agreed upon. If there is disagreement, then such material will be revised only through process 2.

The Dean for Academic Development is responsible for publishing and updating the *Faculty Handbook*. Entries that have been revised bear a notation to that effect on the pages of the Index, which record changes over several years. In addition, all the changes for a given year are presented in order in a separate section following the Index, with strikeouts indicating eliminated words and passages and bolding indicating added words and passages.